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Final results framework of the UNICEF Strategic Plan, 2018-2021

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Abbreviations

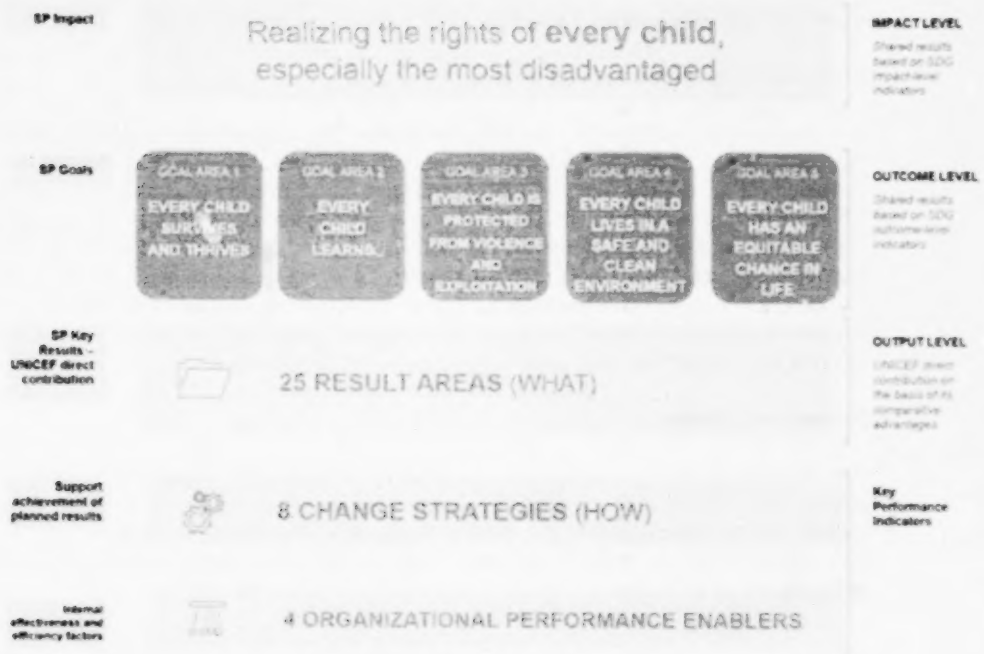
ART	antiretroviral therapy
BEmONC	basic emergency obstetric and newborn care
BIA/BID	best interests assessment/best interests determination
C4D	communication for development
CPD	country programme document
CPMP	country programme management plan
DTP/penta 3	diphtheria/tetanus/pertussis pentavalent vaccine
ECD	early childhood development
EMIS	Education Management Information System
FAO	Food and Agriculture Organization of the United Nations
FGM/C	female genital mutilation/cutting
Global Fund	The Global Fund to Fights AIDS, Tuberculosis and Malaria
GPI	gender parity index
GVAP	Global Vaccine Action Plan
HACT	harmonized approach to cash transfers
HMIS	Health Management Information System
HPV	human papilloma virus
HTC	HIV testing and counselling
ICT	information and communications technology
IDP	internally displaced person
ILO	International Labour Organization
IP	International Professional
ITN	insecticide-treated net
KPI	key performance indicator
MOPAN	Multilateral Organisation Performance Assessment Network
NEET	not in employment, education or training
OMP	office management plan
ORE	other resources (emergency)
ORR	other resources (regular)
ORS	oral rehydration solution
PCV	pneumococcal conjugate vaccine

QCPR	quadrennial comprehensive policy review of operational activities for development of the United Nations system
RBB	results-based budgeting
RBM	results-based management
RR	regular resources
SAM	severe acute malnutrition
SDGs	Sustainable Development Goals
SOP	standard operating procedures
UIS	UNESCO Institute for Statistics
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	United Nations country team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNGEI	United Nations Girls' Education Initiative
UNHCR	Office of the United Nations High Commissioner for Refugees
UNODC	United Nations Office on Drugs and Crime
UNV	United Nations Volunteers
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
WASH	water, sanitation and hygiene
WFP	World Food Programme
WHO	World Health Organization

I. The Strategic Plan, 2018-2021 results architecture

1. The Strategic Plan describes the results to be achieved by UNICEF and key partners by 2021 in the context of the 2030 Agenda for Sustainable Development (the WHAT). It also describes the change strategies necessary for the achievement of results (the HOW) and the internal factors that support the change strategies and the achievement of results (the ENABLERS). See the figure below on the Strategic Plan results logic.

Figure: Strategic Plan Results Architecture


SP Impact
Realizing the rights of every child, especially the most disadvantaged
IMPACT LEVEL
SP Goals
GOAL AREA 1
EVERY CHILD SURVIVES AND THRIVES
GOAL AREA 2
EVERY CHILD LEARNS
GOAL AREA 3
EVERY CHILD IS PROTECTED FROM VIOLENCE AND EXPLOITATION
GOAL AREA 4
EVERY CHILD LIVES IN A SAFE AND CLEAN ENVIRONMENT
GOAL AREA 5
EVERY CHILD HAS AN EQUITABLE CHANCE IN LIFE
OUTCOME LEVEL
SP Key Results – UNICEF direct contribution
25 RESULT AREAS (WHAT)
OUTPUT LEVEL
Support achievement of planned results
8 CHANGE STRATEGIES (HOW)
Key Performance Indicators
Internal effectiveness and efficiency factors
4 ORGANIZATIONAL PERFORMANCE ENABLERS

II. Features of the results framework

2. Several factors have shaped the definition of the results framework. These include the following:

A. UNICEF contribution to the 2030 Agenda for Sustainable Development

3. The results framework of the Strategic Plan incorporates the impact, outcome and output indicators necessary for monitoring progress. These have been identified on the basis of the UNICEF mandate and comparative advantage in the 2030 Agenda in relation to United Nations entities. While impact- and outcome-level results reflect the combined efforts of Governments, United Nations entities, the private sector, civil society and other partners, output-level results reflect the specific contribution of UNICEF to the 2030 Agenda.

Impact and outcome-level results

4. Global milestones and targets are presented for impact indicators on the basis of the Sustainable Development Goals or related global strategies. UNICEF will contribute to these high-level changes across all countries, consistent with the principle of universality in the 2030 Agenda through its global influence in the generation and dissemination of evidence, advocacy and campaigns, normative work and the shaping of markets for children, in combination with its more direct contribution in countries where it has a programme. Outcome-level results are also identified on the basis of the Sustainable Development Goal targets but in relation to countries where UNICEF has a programme in support of national priorities. These link more closely to output-level results.

Computation of milestones and targets

5. Impact-level results reflect the 2030 Sustainable Development Goal targets or related strategies for all countries. Outcome-level targets also reflect 2030 Sustainable Development Goal targets and/or related strategies but in relation to countries in which UNICEF has a programme. The 2021 milestones for impact- and outcome-level changes are derived on the basis of the annual rate of progress required to meet the global Sustainable Development Goal or related target by 2030, where such numeric targets exist. For indicators with non-numeric targets, 2021 milestones have been set on the basis of the observed achievable increase from available trend data. Milestones and targets for output-level changes are derived from planned programmes at the country level.

Output-level results

6. For each of the five Goal Areas (outcomes), UNICEF has identified a number of outputs that require the organization's leadership and contribution to outcome-level change and by extension to the related Sustainable Development Goal targets. In developing the outputs, UNICEF sought to formulate results for which it has the mandate and comparative advantage.

7. The output-level results and indicators capture the full range of support that UNICEF provides in various country contexts (including in humanitarian situations), such as direct service provision, systems strengthening, policy processes and normative work, advocacy, and various types of support related to positive changes in social norms. The main focus is on the change in the capacities of countries for at-scale results for children.

8. This approach to output formulation is based on a lesson learned from implementation of the Strategic Plan, 2014-2017, where it was not always easy to track the various types of contributions that UNICEF made. The approach also responds to a recommendation made in the Evaluability Assessment of the Strategic Plan on strengthening the design and application of the plan as a framework that guides the development and implementation of nationally owned country programmes, rather than using the results framework as a strict log frame.

Monitoring the implementation of the change strategies

9. The results framework further outlines the eight ***change strategies*** (the HOW) for the achievement of results under the five Goal Areas. The change strategies are guided by the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR). UNICEF delivers change by combining high-quality programmes at scale, using gender-responsive programming and harnessing innovation and collecting evidence, in partnership with Governments, other United Nations partners, civil society, the private sector, communities and children. It uses these to leverage wider

change nationally and globally through advocacy, communications and campaigning. UNICEF also builds public support around the world to volunteer, advocate and mobilize resources for the cause of children, and works with partners to achieve an even greater impact. Key performance indicators (KPIs) are proposed for tracking the implementation of the change strategies.

B. Monitoring organizational efficiency and effectiveness

10. Furthermore, guided by the QCPR, the results framework sets out a variety of measures to improve the internal effectiveness and efficiency of UNICEF (the ENABLERS) as necessary for the achievement of results related to the UNICEF contribution and the change strategies. In support of the Enablers, the KPIs focus on four interconnected elements: (a) internal governance, as UNICEF continues its transformation into a more transparent and accountable organization; (b) enhancing management efficiency and effectiveness; (c) strengthening staff capacity; and (d) strengthening knowledge and information systems that contribute to programme results or organizational efficiency and effectiveness.

C. Equity

11. The results framework reflects the UNICEF commitment to realizing the rights of all children, everywhere, and to achieving the vision of the 2030 Agenda, a world where no child is left behind. Equity considerations are captured in the impact, outcome and output statements of the results framework where baselines, milestones and targets involve tracking of progress at disaggregated levels – by sex, age, disability, geography (rural/urban, region) and by countries in humanitarian crises, where possible. In addition to presenting equity dimensions through disaggregated data, output-level indicators also include specific results on the reach of UNICEF-supported programmes, especially those focusing on the most disadvantaged children.

D. Gender equality

12. The results framework reflects the UNICEF result-oriented approach to gender equality, as encapsulated in the Gender Action Plan, 2018-2021.Gender equality mainstreaming results are elaborated in the programme results across the five Goal Areas of the Strategic Plan, as well as the change strategies and institutional systems and processes. The gender-responsive programming framework defines a focus on equality between girls and boys, gender equality in the roles of women and men in the care of and support for children and the specification of "targeted gender priorities" focused on empowering adolescent girls. Gender results and sex-disaggregated data are integrated across all five Goals Areas, with relevance to both development and humanitarian contexts.

13. Progress towards achieving gender results will be measured against outcome and output indicators included in the Strategic Plan and range from quality maternal care, accessible and dignified menstrual hygiene management, and nutrition of women and girls, to equitable learning and skills for girls and boys, preventing and responding to child marriage and gender-based violence in emergencies. Data are disaggregated by sex, in so far as the data from national systems allow. UNICEF will continue to support the improvement of national systems to enable further use of disaggregated data in analysis and in reporting on the Strategic Plan. Proposed KPIs to measure gender mainstreaming are intended to capture the depth and quality of gender-responsive programming and capacity development of staff, especially at the country level.

E. Humanitarian action

14. The results framework reflects UNICEF humanitarian action as integrated across the Goal Areas as well as through the change strategies and enablers. The approach of integrating indicators specific to humanitarian action in the results framework is consistent with and supports the UNICEF commitment to strengthening the link between humanitarian and development programming. The impact and outcome indicators are disaggregated where possible to allow a measure of the evolving situation of children and women affected by humanitarian crises; for measurement reasons, this disaggregation will focus on a selection of cases.[1] The output indicators reflect disaggregation of results in humanitarian situations as relevant to priority life-saving and protection interventions, in line with the Core Commitments for Children in Humanitarian Action. In addition, the results framework includes outputs that are associated with longer-term development programming strategies that strengthen resilient national and subnational systems, including where possible as part of humanitarian response. For ease of reference, an excerpt of the output indicators specifically related to the work of UNICEF in humanitarian situations, is also presented in the humanitarian annex (p.55).[2] Tracking of progress against the change strategies and enablers includes interventions that are considered critical to the different operating contexts and modalities for humanitarian action, and the strongest opportunities for linking humanitarian and development programming.[3]

F. United Nations working together

15. The results framework contains common outcome indicators to track coordinated actions by United Nations partners, including those related to the areas of collaborative advantage that are outlined in the strategic plans of UNICEF, the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women). These are also highlighted in the common chapter to the strategic plans and the related common annex. In addition, the results framework includes KPIs (as part of the change strategies and enablers) in response to the QCPR – ranging from UNICEF actions in relation to humanitarian-development integration, results-based management (RBM), innovation, enhancing system-wide coherence to diversity in the workplace and several more.

[1] UNICEF will explore tracking trends in those countries that are affected by protracted crisis or where major disasters occur, and where the existence and timing of major impact and outcome surveys allow robust enough comparison. This will not fully cover the scope of fast-evolving humanitarian crises and response, but is used as a proxy measure. This is planned as an evolving area of work under the UNICEF data strategy for children over the course of the Strategic Plan.

[2] Milestones and targets for humanitarian indicators are simple projections based on recent reporting trends and will necessarily be adjusted according to fluctuations in humanitarian situations over the Strategic Plan period. Some baselines are initial estimates and may be refined as monitoring systems are strengthened to better disaggregate humanitarian results.

[3] At the same time, UNICEF internal monitoring systems underlying these key performance indicators provides much more detail on these adaptations.

III. Impact-level, Goal Area-level (outcome) and results area-level (output) indicators

A. Goal Area 1: Every child survives and thrives

Impact indicators	**Outcome Statement 1: Girls and boys, especially those that are marginalized and those living in humanitarian conditions, have access to high-impact health, nutrition, HIV and early childhood development (ECD) interventions from pregnancy to adolescence.**					
A. Under-five mortality rate (Sustainable Development Goal 3.2.1) Baseline[4], milestone 2021, Goals target: 46, 30, 17 Equity dimensions: Age, sex, geography[5], wealth status, humanitarian situations[6] Means of verification: SDG+ Database Key United Nations partners:[7] World Health Organizations (WHO), World Bank **B. Neonatal mortality rate (Goal 3.2.2)** Baseline, milestone 2021, Goals target: 19, 14, 9 Equity dimensions: Sex, geography, wealth status, humanitarian situations Means of verification: SDG+ Database Key United Nations partners: WHO, World Bank **C. Maternal mortality**	**Maternal and newborn health**					
	Outcome indicators (Key United Nations partners)	**Baseline**	**Milestones (2021)**	**Goals target**	**Disaggregation by equity dimension for reporting[8]**	**Means of verification**
	1.1. Percentage of pregnant women receiving at least four antenatal visits (Goal 3.8.1) (WHO, UNFPA, World Bank)	Total: 51% Aged 15-19[9]: 52%	Total: 65% Aged 15-19: 57%	Total: 90% Aged 15-19: 90%	Geography, age, wealth status	SDG+ Database
	1.2. Percentage of live births attended by skilled health personnel (home and facilities) (Goal 3.1.2) (WHO, United Nations Population Fund (UNFPA), World Bank)	73%	77%	85%	Geography, age, wealth status	SDG+ Database
	1.3. Number of live births delivered in health facilities through UNICEF-supported programmes	25 million	120 million	See Goal 3.1.2	Geography	Country offices
	1.4. Percentage of (a) mothers and (b) newborns receiving postnatal care (Goal 3.8.1) (WHO, UNFPA, World Bank)	(a) Total: 48% Aged 15-19[10]: 48% (b) 33%	(a) Total: 52% Aged 15-19: 52% (b) 43%	(a) Total: 60% Aged 15-19: 60% (b) 60%	Age of mothers, geography, wealth status	SDG+ Database

[4] 2016, or most recent data.
[5] Refers to urban, rural, region, high/middle/low-income countries, etc.
[6] Disaggregation for humanitarian situations as possible.
[7] Including multilateral partnerships.
[8] Where data are available.
[9] Cross-reference to the output on adolescent health and nutrition. Values for baseline, milestone and goals target are based on countries that are addressing adolescent health and nutrition.
[10] Cross-reference to the output on adolescent health and nutrition. Values for baseline, milestone and goals target are based on countries that are addressing adolescent health and nutrition.

ratio (Goal 3.1.1) Baseline, milestone 2021, Goals target: 260, 192, 70 Equity dimensions: Age, wealth status, geography, humanitarian situations, others Means of verification: SDG+ Database Key United Nations partners: WHO, World Bank, UNFPA	**Output statement 1.a: Countries have accelerated the scale-up of an essential package of maternal and newborn care services, including prenatal and postnatal/home visit support**[11]							
	Output indicators	**Baseline**	**Milestones (2018, 2019, 2020)**			**Target 2021**	**Disaggregation by equity dimension for reporting**	**Means of verification**
	1.a.1. Number of countries reporting that the national Health Management Information System (HMIS) includes an indicator for newborns benefiting from Kangaroo Mother Care	11	15	25	40	51	Geography	Every Newborn Action Plan
	1.a.2. Number of countries that are verified/validated as having eliminated maternal and neonatal tetanus	41	45	47	53	59	Geography	SDG+ Database
	1.a.3. Number of countries implementing plans to strengthen quality of maternal and newborn primary health care[12]	3	9	15	22	30	Geography	Country offices

[11] To further strengthen the results logic, data are being collected on an additional indicator (number of countries with at least 70 per cent of basic emergency obstetric and newborn care (BEmONC) facilities functional 24/7 having basic water supply and sanitation).

[12] According to the quality, equity and dignity (QED) guideline.

Impact indicators **A. Under-five mortality rate (Goal 3.2.1)** Baseline, milestone 2021, Goals target: 46, 30, 17 Equity dimensions: Age, sex, geography, wealth status, humanitarian situations Means of verification: SDG+ Database Key United Nations partners: WHO, World Bank	**Outcome Statement 1: Girls and boys, especially those that are marginalized and those living in humanitarian conditions, have access to high-impact health, nutrition, HIV and ECD interventions from pregnancy to adolescence.**						
	Immunization						
	Outcome indicators (Key United Nations partners)	**Baseline**	**Milestones (2021)**		**Goals target**	**Disaggregation by equity dimension for reporting**	**Means of verification**
	1.5. Percentage of children vaccinated against (a) yellow fever and (b) meningitis in high burden countries	Data collection under way.[13]					
	1.6. Percentage of children who are vaccinated for: (a) first dose of measles-containing vaccine; (b-i) three doses of diphtheria, tetanus and pertussis (DTP)-containing/Penta vaccine; (b-ii) number of countries in which percentage of children vaccinated with DTP/Penta 3 containing vaccine is at least 80% in every district (Goal 3.b.1) (WHO, World Bank)	(a) 80% (b-i) 78% (b-ii) 9	(a) 85% (b-i) 85% (b-ii) 30		(a) 100% (b-i) 100% (b-ii) 64	Geography, humanitarian situations	WHO/ UNICEF joint reporting process
	1.7. Interruption of wild polio transmission (Goal 3.3) (WHO, World Bank)	Three remaining endemic countries	Global certification of polio eradication		Global certification of polio eradication	Geography	Global Vaccine Action Plan (GVAP) and WHO/ UNICEF joint reporting process
	Output statement 1.b: Countries have sustained immunization programmes at national and district level, including introduction of new vaccines, towards the realization of universal health coverage						
	Output indicators	**Baseline**	**Milestones (2018, 2019, 2020)**		**Target 2021**	**Disaggregation by equity dimension for reporting**	**Means of verification**
	1.b.1. Number of countries that have	(a) 21	(a) 22	(a) 23 (a) 25	(a) 25	Geography	WHO/

[13] UNICEF has included in the results framework all the key impact and outcome indicators necessary for defining its contribution to Sustainable Development Goals. For those Sustainable Development Goal indicators and related impact- and outcome-level measures that do not have readily available data sources, UNICEF is working with other United Nations entities, Governments and other partners to establish systems for consistent monitoring. These will be reported in the annual report of the Executive Director and its annexes, when available.

	introduced (a) yellow fever and (b) meningitis vaccines in their national immunization schedule	(b) 2	(b) 9	(b) 14	(b) 21	(b) 26		UNICEF joint reporting process
	1.b.2. Number of countries implementing activities to prepare for, prevent, manage or communicate adverse events following immunization (AEFI) or other vaccine-related events	..[14]	32	38	44	48	Geography	WHO/ UNICEF joint reporting process
	1.b.3. Number of countries with effective vaccine management (EVM) composite country score >80%	9	10	11	17	19	Geography	WHO and UNICEF Global EVM Data Analysis
	1.b.4. Number of countries implementing a national health sector supply chain strategy/plan	24	30	36	42	48	Geography	Country offices
	1.b.5. Percentage of polio priority countries that had less than 5 per cent missed children at district level during the last polio vaccination campaign in at least half of all districts in the country (humanitarian)[15]	64%	85%	85%	85%	85%	Geography, humanitarian situations	Country offices
	1.b.6. Percentage of UNICEF-targeted children in humanitarian situations vaccinated against measles (humanitarian)	81%	95%	95%	95%	95%	Age, geography, humanitarian situations	Country offices

[14] UNICEF and WHO are harmonizing the baseline date on this indicator. The information will be presented in the annual report of the Executive Director and its annex.
[15] Output indicators with this tag are included in the summary of humanitarian results (p.55).

Impact indicators

A. Under-five mortality rate (Goal 3.2.1)
Baseline, milestone 2021, Goals target: 46, 30, 17
Equity dimensions: Age, sex, geography, wealth status, humanitarian situations
Means of verification: SDG+ Database
Key United Nations partners: WHO, World Bank

B. Neonatal mortality rate (Goal 3.2.2)
Baseline, milestone 2021, Goals target: 19, 14, 9
Equity dimensions: Sex, geography, wealth status, humanitarian situations
Means of verification: SDG+ Database
Key United Nations partners: WHO, World Bank

Outcome Statement 1: Girls and boys, especially those that are marginalized and those living in humanitarian conditions, have access to high-impact health, nutrition, HIV and ECD interventions from pregnancy to adolescence.

Child health

Outcome indicators (Key United Nations partners)	Baseline	Milestones (2021)	Goals target	Disaggregation by equity dimension for reporting	Means of verification
1.8. Percentage of children with diarrhoea receiving zinc and oral rehydration salts (ORS) (Goal 3.8.1) (WHO, World Bank)	8%	32%	75%	Sex, geography, wealth status, humanitarian situations	SDG+ Database
1.9. Percentage of children with symptoms of pneumonia taken to an appropriate health provider (Goal 3.8.1)	60%	71%	90%	Sex, geography, wealth status	SDG+ Database
1.10. Number of children with suspected pneumonia receiving appropriate antibiotics through UNICEF-supported programmes	6 million	30 million	See Goal 3.8.1	Geography, humanitarian situations	Country offices
1.11. Percentage of children in malaria-endemic countries sleeping under an insecticide-treated net (ITN) (Goal 3.8.1) (WHO, World Bank)	40%	58%	90%	Sex, geography, wealth status, humanitarian situations	SDG+ Database

Output statement 1.c: Countries have accelerated the delivery of preventive, promotive and curative services for pneumonia, diarrhoea, malaria and other child health conditions

Output indicators	Baseline	Milestones (2018, 2019, 2020)			Target 2021	Disaggregation by equity dimension for reporting	Means of verification
1.c.1. Percentage of countries that maintain no stockouts lasting more than one month at national level for ORS	92%	100%	100%	100%	100%	Geography	Country offices
1.c.2. Number of countries that have introduced pneumococcal conjugate vaccine (PCV) in their national immunization schedule	44	48	55	65	65	Geography	Country offices
1.c.3. Number of countries that have	16	19	21	23	25	Geography, sex	Country

	institutionalized community health workers into the formal health system[16]						(of community health workers)	offices
	1.c.4. Number of community health workers that underwent skills enhancement programmes to operationalize integrated community case management (iCCM) through UNICEF-supported programmes	51,000	100,000	120,000	140,000	160,000	Geography, sex	Country offices
	1.c.5. Number of people receiving ITNs as per international recommended standards through UNICEF-supported programmes (humanitarian)	1.3 million	3.3 million	4.3 million	5.3 million	6.3 million	Geography, humanitarian situations	Country offices
Impact indicators **D. Percentage of children who are:** **(a) stunted (Goal 2.2.1)** Baseline, milestone 2021, Goals target: 29.6%, 24.1%, 17.0% Equity dimensions: Age, sex, geography, wealth status, disability, humanitarian situations Means of verification: SDG+ Database Key United Nations partners: Food and Agriculture Organization of the United Nations (FAO), World Food Programme (WFP), WHO, World Bank **(b) wasted (Goal 2.2.2)** Baseline, milestone 2021, Goals target: 12.4%, 8.7%,	**Outcome Statement 1: Girls and boys, especially those that are marginalized and those living in humanitarian conditions, have access to high-impact health, nutrition, HIV and ECD interventions from pregnancy to adolescence.**							
	Nutrition							
	Outcome indicators (Key United Nations partners)	**Baseline**	**Milestones (2021)**			**Goals target**	**Disaggregation by equity dimension for reporting**	**Means of verification**
	1.12. Percentage of women with anaemia	37%	27%			17%	Geography, wealth status	SDG+ Database
	1.13. Percentage of infants under 6 months exclusively fed with breast milk (Goal 2.2.1 and 2.2.2) (WHO, World Bank)	41%	45%			>=50%	Sex, geography, wealth status	SDG+ Database
	1.14. Percentage of children fed a minimum number of food groups (Goal 2.2.1 and 2.2.2) (FAO, WFP, WHO)	29%	35%			69%	Sex, geography, wealth status	SDG+ Database
	1.15. Percentage of households consuming iodized salt[17] (WHO)	86%	>90%			>90%	Geography	SDG+ Database
	1.16. Number of girls and boys received: (a) two annual doses of vitamin A	(a) 250 million (b) 8	(a) 250 million (b) 12 million			See Goals 2.2.1	Age, sex, geography, humanitarian	Country offices

[16] Front-line health workers will be supported to implement preventive, promotive and curative interventions, where UNICEF integrates tuberculosis and HIV into extended integrated management of childhood illnesses/integrated community case management packages, aiming to adequately serve sick children, rather than individual diseases.

[17] WHO recommends that all food-grade salt used in household and food processing should be fortified with iodine as a safe and effective strategy for the prevention and control of iodine deficiency disorders. Given that globally a high proportion of household salt globally is already iodized, a key programmatic challenge is to ensure sustainability. The salt iodine content should be determined based on national contexts.

<5% Equity dimensions: Age, sex, geography, wealth status, disability, humanitarian situations Means of verification: UNICEF, WHO, World Bank Key United Nations partners: FAO, WFP, WHO, World Bank	supplementation in priority countries; (b) micronutrient powders through UNICEF-supported programmes	million				and 2.2.2	situations	
	1.17. Percentage of girls and boys with severe acute malnutrition (SAM): (a) who are admitted for treatment and default, (b) who are admitted for treatment and recover, through UNICEF-supported programmes (FAO, WFP, WHO)	(a) 9% (b) 84%	(a) <15% (b) >75%			(a) <15% (b) >75%	Age, sex, geography, humanitarian situations	Country offices
(c) overweight (Goal 2.2.2) Baseline, milestone 2021, Goals target: 7.8%, 7.8%, 7.9% Equity dimensions: Age, sex, geography, wealth status, disability, humanitarian situations Means of verification: UNICEF, WHO, World Bank Key United Nations partners: United Nations Inter-Agency Task Force on the Prevention and Control of Non-Communicable Diseases (IATF), WHO, World Bank	**Output statement 1.d: Countries have accelerated the delivery of programmes for the prevention of stunting and other forms of malnutrition**							
	Output indicators	**Baseline**	**Milestones (2018, 2019, 2020)**			**Target 2021**	**Disaggregation by equity dimension for reporting**	**Means of verification**
	1.d.1. Percentage of pregnant women receiving iron and folic acid supplementation	29%	32%	35%	38%	41%	Geography, wealth status	SDG+ Database
	1.d.2. Number of countries that have integrated nutrition counselling in their pregnancy care programmes	50	55	60	65	70	Geography	Country offices
	1.d.3. Number of countries with: (a) a national strategy to prevent stunting in children, (b) programmes to improve the diversity of diets in children	(a) 22 (b) 15	(a) 28 (b) 18	(a) 34 (b) 22	(a) 40 (b) 26	(a) 46 (b) 30	Geography	Country offices
	1.d.4. Number of countries that are implementing policy actions or programmes for the prevention of overweight and obesity in children	4	8	12	16	20	Geography	Country offices
	1.d.5. Number of countries that are implementing salt iodization programmes with an effective coordination body for reducing iodine deficiency	26	29	32	40	46	Geography	Country offices

	Output statement 1.e: Countries have accelerated the delivery of services for the treatment of severe wasting and other forms of severe acute malnutrition							
	Output indicators	**Baseline**	**Milestones (2018, 2019, 2020)**			**Target 2021**	**Disaggregation by equity dimension for reporting**	**Means of verification**
	1.e.1. Number of girls and boys with severe acute malnutrition (SAM) who are admitted for treatment (humanitarian)	3.4 million	4.5 million	5 million	5.5 million	6 million	Age, sex, geography, humanitarian situations	Country offices
	1.e.2. Number of countries that provide care for children with SAM as part of an essential package of regular health and nutrition services for children	8	11	14	20	25	Geography	Country offices

Impact indicators **E. Estimated rate of AIDS-related deaths (Goal 3.8.1)** Baseline, milestone 2021, Goals target: 8.03, 2.0, 0.5 (Ages 0-14) 5.15, 2.0, 0.5 (Ages 10-19) Equity dimensions: Age, sex, pregnant women, geography, key population, humanitarian situations Means of verification: SDG+ Database Key United Nations partners: the Global Fund to Fight AIDS, Tuberculosis and Malaria, the Joint United Nations Programme on HIV/AIDS (UNAIDS), WHO **F. Estimated rate of new HIV infections (Goal 3.3.1)** Baseline, milestone 2021, Goals target: 0.31, 0.05, <0.05 (Aged 0-14) 0.79, 0.20, <0.05 (Aged 10-19)	**Outcome Statement 1: Girls and boys, especially those that are marginalized and those living in humanitarian conditions, have access to high-impact health, nutrition, HIV and ECD interventions from pregnancy to adolescence.**					
	HIV and AIDS					
	Outcome indicators (Key United Nations partners)	**Baseline**	**Milestones (2021)**	**Goals target**	**Disaggregation by equity dimension for reporting**	**Means of verification**
	1.18. Percentage of girls and boys living with HIV who receive antiretroviral therapy (Goal 3.8.1) (the Global Fund, UNAIDS, WHO)	Aged 0-14: 50% Aged 10-19: 68%	Aged 0-14: 81% Aged 10-19: 81%	Aged 0-14: >95% Aged 10-19: >95%	Sex, age, geography, wealth status	SDG+ Database
	1.19. Number of pregnant women living with HIV who receive antiretroviral medicine to reduce the risk of mother-to-child transmission of HIV through UNICEF-supported programmes	1,020,000	1,190,000	See Goal 3.3.1	Geography, humanitarian situations	SDG+ Database (Country offices for humanitarian situations)

Equity dimensions: Sex, geography, wealth status Means of verification: SDG+ Database Key United Nations partners: the Global Fund, UNAIDS, WHO	**Output statement 1.f: Countries have accelerated the delivery of services for the treatment and care of children living with HIV**						
	Output indicators	**Baseline**	**Milestones (2018, 2019, 2020)**			**Target 2021**	**Disaggregation by equity dimension for reporting**	**Means of verification**
	1.f.1. Number (and percentage) of infants born to pregnant women living with HIV tested for HIV within their first two months of life	584,000 (42%)	700,000 (50%)	770,000 (55%)	830,000 (59%)	890,000 (64%)	Sex, geography	Country offices
	1.f.2. Number of adolescent girls and boys tested for HIV and received the result of the last test	Girls: 10.6 million Boys: 7.5 million	Girls: 11.5million Boys: 8.2 million	Girls: 12.4 million Boys: 8.8 million	Girls: 13.1 million Boys: 9.3 million	Girls: 13.8 million Boys: 9.8 million	Sex, geography	Country offices
	1.f.3. Number of countries implementing policies and/or strategies for the integration of key HIV/AIDS interventions (HIV testing and counselling, antiretroviral therapy) into child-centred service points and the degree of scale within countries	25	27	29	31	32	Geography	Country offices
	Output statement 1.g: Countries have implemented comprehensive HIV prevention interventions at scale							
	Output indicators	**Baseline**	**Milestones (2018, 2019, 2020)**			**Target 2021**	**Disaggregation by equity dimension for reporting**	**Means of verification**
	1.g.1. Number of countries having initiatives to strengthen	0	5	10	15	25	Geography	Country offices

	availability of gender-responsive evidence for the All In framework for prevention of HIV							
	1.g.2. Number of countries supporting implementation of at least three high-impact gender-responsive adolescent prevention interventions	25	27	29	31	32	Geography	Country offices

Impact indicators **G. Percentage of children who are developmentally on track in literacy-numeracy, physical, learning and social-emotional skills (Goal 4.2.1)** Baseline, milestone 2021, Goals target: 69%, 77%, all Equity dimensions: Age, sex, geography, wealth status, humanitarian situations Means of verification: SDG+ Database Key United Nations partners: United Nations Educational, Scientific and Cultural Organization (UNESCO), WHO	**Outcome Statement 1: Girls and boys, especially those that are marginalized and those living in humanitarian conditions, have access to high-impact health, nutrition, HIV and ECD interventions from pregnancy to adolescence.**						
	Early childhood development						
	Outcome indicators (Key United Nations partners)	**Baseline**	**Milestones (2021)**		**Goals target**	**Disaggregation by equity dimension for reporting**	**Means of verification**
	1.20. Percentage of children receiving early stimulation and responsive care from their parents or caregivers	64%	74%		Ensure that all girls and boys have access to quality early childhood development, care	Sex, geography, wealth	SDG+ Database
	Output statement 1.h: Countries have institutionalized the delivery of quality early childhood development services as part of the health platform						
	Output indicators	**Baseline**	**Milestones (2018, 2019, 2020)**		**Target 2021**	**Disaggregation by equity dimension for reporting**	**Means of verification**
	1.h.1. Number of countries that have adopted ECD packages for children at scale	9	16	24	46	80	Geography	Country offices
	1.h.2. Number of countries with national ECD policy or implementation plans for scale-up	67	85	94	107	116	Geography	Country offices
	1.h.3. Percentage of UNICEF-	64%	70%	75%	80%	80%	Sex, disability,	Country

	targeted girls and boys in humanitarian situations who participate in organized programmes with ECD kits through UNICEF-supported programmes (humanitarian)						geography, humanitarian situations	offices

Impact indicators **H. Adolescent mortality rate (age 5-14)** Baseline, milestone 2021, Goals target: New indicator. Data collection under way. Equity dimensions: Sex, geography, wealth status, humanitarian situations Means of verification: SDG+ Database Key United Nations partners: TBC	**Outcome Statement 1: Girls and boys, especially those that are marginalized and those living in humanitarian conditions, have access to high-impact health, nutrition, HIV and ECD interventions from pregnancy to adolescence.**							
	Adolescent health and nutrition							
	Outcome indicators (Key United Nations partners)	**Baseline**	**Milestones (2021)**			**Goals target**	**Disaggregation by equity dimension for reporting**	**Means of verification**
	1.21. Percentage of girls (age 15-19) with anaemia	48%	36%			24%	Geography, wealth status	SDG+ Database
	1.22. Percentage of live births attended by skilled health personnel (mothers age 15-19)	67%	71%			Refer to indicator 1.2	Age, geography	SDG+ Database
	1.23 Percentage of adolescent girls vaccinated against HPV in selected districts in target counties	Data collection under way					Geography	WHO/ UNICEF joint reporting process
	Output statement 1.i: Countries have developed programmes to deliver gender responsive adolescent health and nutrition							
	Output indicators	**Baseline**	**Milestones (2018, 2019, 2020)**			**Target 2021**	**Disaggregation by equity dimension for reporting**	**Means of verification**
	1.i.1. Number of adolescent girls and boys provided with services to prevent anaemia and other forms of malnutrition through UNICEF-supported programmes	Total: 40 million Girls: 20 million Boys: 20 million	Total: 55 million Girls: 30 million Boys: 25 million	Total: 70 million Girls: 42 million Boys: 28 million	Total: 85 million Girls: 55 million Boys: 30 million	Total: 100 million Girls: 70 million Boys: 30 million	Age, sex, geography	Country offices
	1.i.2. Number of countries that have nationally introduced HPV in their immunization schedule	3	5	12	19	24	Geography	WHO/ UNICEF joint reporting process
	1.i.3. Number of countries	25	30	35	40	45	Geography	Country

	having an inclusive, multisectoral and gender-responsive national plan to achieve targets for adolescent health and well-being							offices

B. Goal Area 2: Every child learns

Impact indicators	**Outcome Statement 2: Girls and boys, in particular the most marginalized and those affected by humanitarian situations, are provided with inclusive and equitable quality education and learning opportunities**					
	Access					
	Outcome indicators (Key United Nations partners)	**Baseline**	**Milestones (2021)**	**Goals target**	**Disaggregation by equity dimension for reporting**	**Means of verification**
I. Completion rate (gross intake rate to the last grade) in primary and lower secondary education (Goal 4.1) Baseline, milestone 2021, Goals target: *Primary* – 90%, 92%, all girls and boys complete primary and secondary education; *Lower secondary* – 75%, 83%, all girls and boys complete primary and secondary education Equity dimensions: Sex, humanitarian situations Means of verification: SDG+ Database Key United Nations partners: Education Cannot Wait Fund, Global Partnership for Education (GPE), United Nations High Commissioner for Refugees (UNHCR) **J. Gross enrolment rate in upper secondary education (Goal 4.1)** Baseline, milestone 2021, Goals target: 65%, 77%, all girls and boys complete	2.1. Percentage of countries with gender disparity[18] (Goal 4.5) (United Nations Girls' Education Initiative (UNGEI), UNESCO)	Girls are disadvantaged (GPI <0.97): Primary: 23% Lower secondary: 31% Upper secondary: 36% Boys are disadvantaged (GPI >1.03): Primary: 25% Lower secondary: 40% Upper secondary: 45%	Girls are disadvantaged: Primary: 18% Lower secondary: 26% Upper secondary: 28% Boys are disadvantaged: Primary: 19% Lower secondary: 30% Upper secondary: 35%	Eliminate gender disparities in education	Sex embedded in the indicator; humanitarian situations	SDG+ Database

[18] Gender disparities are measured by using the gender parity index (GPI) for the primary and lower secondary education completion rates and for the upper secondary gross enrolment rate.

primary and secondary education Equity dimensions: Sex, humanitarian situations Means of verification: SDG+ Database Key United Nations partners: Education Cannot Wait Fund, GPE, UNHCR	2.2. Adjusted net attendance rate of children from the poorest quintile in primary and lower and upper secondary education (SDGs 4.1 and 4.5) and attendance rate in early childhood education of children from the poorest quintile (SDG 4.2) (GPE, Education Cannot Wait fund)	Early childhood education (ECE): 18% Primary: Total – 69%, Girls – 67%, Boys – 71% Lower secondary: Total –36%, Girls – 36%, Boys – 36% Upper secondary: Total –20%, Girls – 19%, Boys – 21%	ECE: 30% Primary: 75% Lower secondary: 44% Upper secondary: 28%			All girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes	Sex and wealth embedded in the indicator; humanitarian situations	SDG+ Database
	2.3. Gross enrolment rate in pre-primary education (GPE, World Bank, UNESCO)	Total: 44% Girls: 44% Boys: 44%	Total: 50% Girls: 50% Boys: 50%			All girls and boys have access to quality ECD, care and pre-primary education	Sex, humanitarian situations	SDG+ Database
	2.4. Out-of-school rate for girls and boys of primary and lower secondary school age (GPE, UNGEI and UNESCO)	Girls Primary: 10% Lower secondary: 18% Boys Primary: 9% Lower secondary: 19%	Girls Primary: 7% Lower secondary: 16% Boys Primary: 7% Lower secondary: 16%			All girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes	Sex, humanitarian situations	SDG+ Database
	Output statement 2.a: Countries have strengthened education systems for gender-equitable access to quality education from early childhood to adolescence, including children with disabilities and minorities							
	Output indicators	**Baseline**	**Milestones (2018, 2019, 2020)**			**Target 2021**	**Disaggregation by equity dimension for reporting**	**Means of verification**
	2.a 1. Number of out-of-school girls and boys who	Total: 10 million Girls:	Total: 30 million Girls:	Total: 40 million Girls:	Total: 50 million Girls:	Total: 60 million Girls: 30 million	Sex, level of education (pre-primary/early	Country offices

	participated in early learning, primary or secondary education through UNICEF-supported programmes[19] (humanitarian)	4.8 million Boys: 5.2 million	15 million Boys: 15 million (Cumulative)	20 million Boys: 20 million (Cumulative)	25 million Boys: 25 million (Cumulative)	Boys: 30 million (Cumulative)	learning, primary, lower secondary, upper secondary), children on the move, humanitarian situations	
	2.a.2. Percentage (and number) of countries with equitable education systems for access, including children with disabilities[20] (including the emergency preparedness/resilience dimension) (humanitarian)	20% (29/146)	22%	23%	24%	26% (38/146)	Humanitarian situations and by dimension: (a) Inclusive education for children with disabilities;[21] (b) Education sector plan/strategy addressing equity issues (gender, geography, wealth, disability, etc.);[22] (c) Emergency preparedness/resilience;[23] (d) Education Management Information System (EMIS) providing disaggregated data (gender, urban/rural, wealth, disability);[24]	Country offices
	2.a.3. Percentage (and number) of countries with	29% (34/119)	30%	31%	32%	33% (39/119)	By dimension: (a) Creating demand to address	Country offices

[19] Estimates for baselines and targets for sex disaggregation with level of schooling are under development and are forthcoming.

[20] This is a composite indicator that measures four dimensions of equitable education systems for access. The denominator is the number of countries working on these dimensions with the support of UNICEF. The numerator is the number of countries that have reached (or surpassed) the 2.5 threshold on the 1-to-4 scale used to assess the education systems.

[21] Sub-dimensions: law/policy, accessible physical environment, materials and communication, human resources (teachers, administrators, specialists and therapists), attitudes, EMIS.

[22] Sub-dimensions: equity strategy, equitable resources.

[23] Sub-dimensions: risk assessment, risk reduction strategy, human and financial resources.

[24] Sub-dimensions: data quality and timeliness, data disaggregation, data on attendance and dropout.

	gender-responsive education systems for access[25]						socio-cultural and financial barriers to quality education for marginalized girls or boys; (b) Gender-responsive environment; (c) School-related gender-based violence prevention and response mechanisms.	
	2.a 4 Girls and boys targeted by UNICEF as a share of girls and boys targeted by all partners for early learning or education support in humanitarian situations[26] (humanitarian)	62%	63%	64%	64%	65%	Geography, humanitarian situations	Country offices
	2.a 5. Percentage of UNICEF-targeted girls and boys in humanitarian situations who have participated in early learning, primary or secondary education through UNICEF-supported programmes[27] (humanitarian)	Total: 70% Girls: 70% Boys: 70%	Total: 74% Girls: 74% Boys: 74%	Total: 76% Girls: 76% Boys: 76%	Total: 78% Girls: 78% Boys: 78%	Total: 80% Girls: 80% Boys: 80%	Sex, level of education (pre-primary/early learning, primary, lower secondary, upper secondary), children on the move, humanitarian situations	Country offices

[25] This is a composite indicator that measures three dimensions of gender-responsive education systems for access. The denominator is the number of countries working on these dimensions with the support of UNICEF. The numerator is the number of countries that have reached (or surpassed) the 2.5 threshold on the 1-to-4 scale used to assess the gender-responsiveness of education systems.

[26] Targets for this indicator will be the same for each level of education by sex.

[27] Targets for this indicator will be the same for each level of education by sex.

Impact indicators

I. Completion rate (gross intake rate to the last grade) in primary and lower secondary education (Goal 4.1)
Baseline, milestone 2021, Goals target: *Primary* – 90%, 92%, all girls and boys complete primary and secondary education *Lower secondary* – 75%, 83%, all girls and boys complete primary and secondary education
Equity dimensions: Sex, humanitarian situations
Means of verification: SDG+ Database
Key United Nations partners: Education Cannot Wait Fund, GPE, UNHCR

J. Gross enrolment rate in upper secondary education (Goal 4.1)
Baseline, milestone 2021, Goals target: 65%, 77%, all girls and boys complete primary and secondary education
Equity dimensions: Sex, humanitarian situations
Means of verification: SDG+ Database
Key United Nations partners: Education Cannot Wait Fund,

Outcome Statement 2: Girls and boys, in particular the most marginalized and those affected by humanitarian situations, are provided with inclusive and equitable quality education and learning opportunities.

Learning outcomes

Outcome indicators (Key United Nations partners)	Baseline	Milestones (2021)	Goals target	Disaggregation by equity dimension for reporting	Means of verification
2.5. Percentage of countries showing improvement in learning outcomes (Goal 4.1) (Education Cannot Wait Fund, UNESCO, World Bank)	For girls: 62% (33/53) For boys: 60% (32/53)	For girls: 79% (42/53) For boys: 79% (42/53)	All girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes	Geography, humanitarian situations, others (Sex and wealth embedded in the indicator)	SDG+ Database
2.6. Education equity index (reflecting inequalities on gender, urban/rural and wealth quintile) (Goal 4.5 and GPE Results Framework) (GPE, UNESCO, World Bank)	0.63	0.66	All girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes	Geography, humanitarian situations (Sex, urban/rural and wealth status embedded in the indicator)	SDG+ Dtabase

Output statement 2.b: Countries have strengthened their education systems for gender-equitable learning outcomes, including early learning

Output indicators	Baseline	Milestones (2018, 2019, 2020)			Target 2021	Disaggregation by equity dimension for reporting	Means of verification
2.b.1. Number of girls and boys provided with individual education/early learning materials through UNICEF-supported programmes (humanitarian)	15.7 million	46.5 million (Cumulative)	62 million (Cumulative)	77.5 million (Cumulative)	93 million (Cumulative)	Geography, humanitarian situations	Country offices
2.b.2. Number of school management committees whose capacity was developed through UNICEF-supported programmes	38,960	105,000 (Cumulative)	140,000 (Cumulative)	175,000 (Cumulative)	210,000 (Cumulative)	Geography	Country offices

GPE, UNHCR								
	2.b.3. Percentage (and number) of countries with effective education systems for learning outcomes, including early learning[28]	24% (35/147)	28%	30%	33%	36% (53/147)	By dimension: • Early learning[29] • Learning assessment[30] • Mother tongue/ multilingual education[31] • Teachers development[32] • Community participation[33]	Country offices
	2.b.4. Percentage (and number) of countries with gender-responsive teaching and learning systems	16% (17/107)	17%	18%	19%	20% (21/107)	Geography	Country offices
Impact indicators **1. Completion rate (gross intake rate to the last grade) in primary and lower secondary education (Goal 4.1)** Baseline, milestone 2021, Goals target: *Primary* – 90%, 92%, all girls and boys complete primary and secondary education *Lower secondary* – 75%, 83%, all girls and boys complete	**Outcome Statement 2: Girls and boys, in particular the most marginalized and those affected by humanitarian situations, are provided with inclusive and equitable quality education and learning opportunities.**							
	Skills Development							
	Outcome indicators (Key United Nations partners)	**Baseline**	**Milestones (2021)**		**Goals target**	**Disaggregation by equity dimension for reporting**	**Means of verification**	
	2.7. Percentage of adolescents not in employment, education or training (NEET) (Goals 8.8, 4.4 and 4.7) (International Labour Organization (ILO), UNHCR, World Bank)	Total: 22% Female: 36% Male: 9%	Total: 20% Female: 32% Male: 8%		All girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes	Sex, age, geography, others, humanitarian situations	SDG+ Database	

[28] This is a composite indicator that measures five dimensions of effective education systems for learning outcomes. The denominator is the number of countries working on these dimensions with the support of UNICEF. The numerator is the number of countries that have reached (or surpassed) the 2.5 threshold on the 1-to-4 scale used to assess the education systems.

[29] Sub-dimensions: policy, leadership and budget, governance, teaching and learning environment (curricula, materials, parent engagement, and pedagogy – including inclusive teaching).

[30] Sub-dimensions: classroom assessment, examinations, national large-scale assessment.

[31] Sub-dimensions: policy environment, human and material resources, community engagement.

[32] Sub-dimensions: teacher professional development, incentives, accountability.

[33] Sub-dimensions: community and student participation, accountability to communities, community involvement in monitoring.

primary and secondary education Equity dimensions: Sex, humanitarian situations Means of verification: SDG+ Database Key United Nations partners: Education Cannot Wait Fund, GPE, UNHCR **J. Gross enrolment rate in upper secondary education (Goal 4.1)** Baseline, milestone 2021, Goals target: 65%, 77%, all girls and boys complete primary and secondary education Equity dimensions: Sex, humanitarian situations Means of verification: SDG+ Database Key United Nations partners: Education Cannot Wait Fund, GPE, UNHCR	**Output statement 2.c: Countries have institutionalized skills for learning, personal empowerment, active citizenship and employability**[34]							
	Output indicators	**Baseline**	**Milestones (2018, 2019, 2020)**			**Target 2021**	**Disaggregation by equity dimension for reporting**	**Means of verification**
	2.c.1. Number of girls and boys who have participated in skills development programmes for learning, personal empowerment, active citizenship and/or employability through UNICEF-supported programmes (humanitarian)	Total: 2 million Girls: 1 million Boys: 1 million	Total: 6.2 million Girls: 3.2 million Boys: 3.0 million (Cumulative)	Total: 8.3 million Girls: 4.3 million Boys: 4.0 million (Cumulative)	Total: 10.4 million Girls: 5.4 million Boys: 5.0 million (Cumulative)	Total: 12.5 million Girls: 6.5 million Boys: 6.0 million (Cumulative)	Sex, age, humanitarian situations	Country offices
	2.c.2. Percentage (and number) of countries with systems that institutionalize gender-equitable skills for learning, personal empowerment, active citizenship and/or employability[35]	4% (4/93)	6.4%	8%	9%	10% (9/93)	By dimension: • Mainstreaming of skills development within the national education/ training system[36] • Responsiveness to the demands of the labour market (including gender equity)[37] • Gender equitable skills development (data not collected yet; criteria to be developed by Education and Gender Section for data collection in 2017)	Country offices

[34] The service delivery indicator below is disaggregated by sex to capture gender parity in UNICEF skills provision. The system strengthening composite indicator below also captures gender equitable opportunities for skills (including reduction of gender biases in the labour market). Violence prevention and resilience, global citizenship and sustainability (including environmental issues) are at the core of skills for active citizenship and hence captured within the composite indicator.

[35] This is a composite indicator that measures three dimensions of education systems that institutionalize skills. The denominator is the number of countries working on these dimensions with the support of UNICEF. The numerator is the number of countries that have reached (or surpassed) the 2.5 threshold on the 1-to-4 scale used to assess the education systems.

[36] Sub-dimensions: policies and plans, curricula and training, community engagement.

[37] Sub-dimensions: responsiveness to demand (including gender equity).

C. Goal Area 3: Every child is protected from violence and exploitation

Impact indicators	**Outcome Statement 3: Girls and boys, especially the most vulnerable and those affected by humanitarian situations, are protected from all forms of violence, exploitation, abuse and harmful practices.**					
	Violence					
	Outcome indicators (Key United Nations partners)	**Baseline**	**Milestones (2021)**	**Goals target**	**Disaggregation by equity dimension for reporting**	**Means of verification**
K. Percentage of children who have ever experienced sexual violence (Goal 16.2.3) Baseline, milestone 2021, Goals target: Girls – 6%, 4%, End abuse, exploitation, trafficking and all forms of violence against and torture of children Boys – data not available Equity dimensions: Age, geography, wealth status, education, disability, humanitarian situations Means of verification: SDG+ Database Key United Nations partners: Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict, UNFPA, United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), WHO	3.1 Percentage of girls and boys who have ever experienced any sexual violence and sought help from a professional[38] (SDG 16.2.3) (WHO, UNFPA, UN-Women, Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict)	4%	10%	100%	Sex, geography, disability, humanitarian situations	SDG+ Database
	3.2. Percentage of adults who think that physical punishment is necessary to raise/educate children (Goal 16.2.1) (WHO, Office of the Special Representative of the Secretary General on Violence Against Children)	27%	19%	0%	Sex, geography, disability	SDG+ Database
L. Percentage of girls and boys who experienced any physical punishment and/or psychological aggression by caregivers (Goal 16.2.1) Baseline, milestone 2021, Goals target: 80%, 55%, End abuse, exploitation,	3.3. Core prevention and response interventions addressing violence against children through UNICEF-supported programmes: (a) number of mothers, fathers and caregivers reached through parenting programmes; and (b) number of girls and boys who have experienced violence reached by health, social work or justice/law enforcement services	(a) 600,000 (b) 687,000	(a) 966,000 (b) 800,000	See Goal 16.2.3	(b) Sex, age, disability	Country offices
	Output statement 3.a: Countries have strengthened child protection systems for prevention and response services to address					

[38] Baseline and milestone refer to percentage of girls aged 15-17 who have ever experienced sexual violence and sought help from a professional. Data coverage is insufficient to calculate an aggregate for boys.

trafficking and all forms of violence against and torture of children Equity dimensions: Age, geography, disability, sex, humanitarian situations Means of verification: SDG+ Database Key United Nations partners: Office of the Special Representative of the Secretary-General on Violence Against Children, WHO, Office of the United Nations High Commissioner for Human Rights	**violence against children**							
	Output indicators	**Baseline**	**Milestones (2018, 2019, 2020)**			**Target 2021**	**Disaggregation by equity dimension for reporting**	**Means of verification**
	3.a.1. Number of countries with a quality assurance system in place for social service work	26	37	45	54	65	Geography	Country offices
	3.a.2. Number of countries with legislative and policy framework to eliminate the worst forms of child labour	51	65	72	79	86	Geography	Country offices
	3.a.3. Number of countries in which an inter-operable information management system supports and tracks case management, incident monitoring, and programme monitoring (humanitarian)	27	33	36	40	44	Geography, humanitarian situations	Country offices
	3.a.4. Percentage of countries affected by armed conflict with a strategy to strengthen the protection of children from grave violations of international humanitarian law (humanitarian)	64%	79%	86%	93%	100%	Geography, humanitarian situations	Country offices
	3.a.5. Prevention, risk mitigation and response services through UNICEF-supported programmes in humanitarian situations: (a) percentage of UNICEF-targeted girls and boys in humanitarian situations provided with psychosocial support, including access to child friendly spaces with intersectoral programming interventions; (b) percentage of UNICEF-targeted unaccompanied and separated girls and boys registered with family tracing and reunification services and family-based care or appropriate alternative services; (c) percentage of UNICEF-targeted girls and boys recruited and used by armed forces and groups that have been released and reintegrated with their families and provided with adequate care and services; (d) percentage of UNICEF-targeted	(a) 71% (b) 41% (c) 80% (d) 86%	(a) 80% (b) 47% (c) 80% (d) 80%	(a) 80% (b) 54% (c) 80% (d) 80%	(a) 80% (b) 65% (c) 80% (d) 80%	(a) 80% (b) 80% (c) 80% (d) 80%	Sex, age, disability, humanitarian situations	Country offices

	girls and boys in areas affected by landmines and other explosive weapons provided with relevant prevention and survivor assistance interventions (humanitarian)							
	3.a.6. Percentage of UNICEF-targeted women, girls and boys in humanitarian situations provided with risk mitigation, prevention or response interventions to address gender-based violence through UNICEF-supported programmes (humanitarian)	80%	80%	80%	80%	80%	Sex, age, disability, humanitarian situations	Country offices
	3.a.7. Number of children on the move who receive protective services through UNICEF-supported programmes[39] (humanitarian)	1.8 million	4.4 million	4.6 million	4.9 million	5.1 million	Sex, age, geography, humanitarian situations	Country offices
	3.a.8. Number of countries that have ratified the United Nations Protocol to Prevent, Suppress and Punish Trafficking in Persons, especially Women and Children	170[40]	173	175	177	178	Geography	United Nations Treaty Database

Impact indicators	**Outcome Statement 3: Girls and boys, especially the most vulnerable and those affected by humanitarian situations, are protected from all forms of violence, exploitation, abuse and harmful practices.**					
M. Percentage of girls who have undergone female genital mutilation/cutting (FGM/C) (Goal 5.3.2) Baseline, milestone 2021, Goals target: 21%, 15%, eliminate	**Harmful practices**					
Equity dimensions: Geography, others	**Outcome indicators (Key United Nations partners)**	**Baseline**	**Milestones (2021)**	**Goals target**	**Disaggregation by equity dimension for reporting**	**Means of verification**
Means of verification: SDG+ Database	3.4. Percentage of women and men who believe that FGM/C should be eliminated (UNFPA, UN-Women)	Women: 61% Men: 57%	Women: 71% Men: 67%	Women: 100% Men: 100%	Geography	SDG+ Database
Key United Nations partners: UNFPA, UN-	3.5. Number of adolescent girls receiving prevention and	635,000	670,000	See Goal 5.3.1	Age, disability	Country offices

[39] UNICEF is collecting data to establish baselines, milestones and targets for following indicators: Number of states that have a formal UNICEF-supported best interests assessment/best interests determination (BIA/BID) process for unaccompanied and separated children; number of UASC who have benefitted from a formal UNICEF-supported BIA/BID process; percentage of countries where legal frameworks are in place to promote, enforce and monitor equality and non-discrimination for children, regardless of their migratory status.

[40] Including non-programme countries.

Women **N. Percentage of women and men (20-24 years) married or in union before age 18 (Goal 5.3.1)** Baseline, milestone 2021, Goals target: Women: 25%, 17%, Eliminate child marriage Men: 5%, 3%, Eliminate child marriage Equity dimensions: Age, geography, wealth status, education, disability, humanitarian situations, others Means of verification: SDG+ Database Key United Nations partners: UNFPA, UN-Women	care interventions to address child marriage through UNICEF-supported programmes (UNFPA, UN-Women)							
	Output statement 3.b: Countries have strengthened prevention and protection services to address harmful practices (FGM/C and child marriage)							
	Output indicators	**Baseline**	**Milestones (2018, 2019, 2020)**			**Target 2021**	**Disaggregation by equity dimension for reporting**	**Means of verification**
	3.b.1. Number of girls and women who receive prevention and protection services on FGM/C through UNICEF-supported programmes	1,000,000	1,100,000	1,120,000	1,200,000	1,240,000	Age, disability	Country offices
	3.b.2. Number of people who participate in education, communication and social mobilization platforms promoting the elimination of FGM/C through UNICEF-supported programmes	6.1 million	6.8 million	7.1 million	7.5 million	7.8 million	Sex (girls/boys/women/men)	Country offices
	3.b.3. Number of countries implementing a costed national action plan or strategy to end child marriage being implemented	3	7	8	9	10	Geography	Country offices

<table>
<tr><td rowspan="11">Impact indicators
O. Rate of children in detention (Goal 16.3.2)
Baseline, milestone 2021, Goals target: New indicator. Data collection under way.
Equity dimensions:
Means of verification: SDG+ Database
Key United Nations partners: UNHCR, United Nations Office for Drugs and Crime

P. Rate of children in residential care
Baseline, milestone 2021, Goals target: 120, 83, 0
Equity dimensions
Means of verification: SDG+ Database
Key United Nations partners: Office of the Special Representative of the Secretary-General on Violence Against Children</td><td colspan="7">Outcome Statement 3: Girls and boys, especially the most vulnerable and those affected by humanitarian situations, are protected from all forms of violence, exploitation, abuse and harmful practices.</td></tr>
<tr><td colspan="7">Access to justice</td></tr>
<tr><td>Outcome indicators (Key United Nations partners)</td><td>Baseline</td><td colspan="3">Milestones (2021)</td><td>Goals target</td><td>Disaggregation by equity dimension for reporting</td><td>Means of verification</td></tr>
<tr><td>3.6. Percentage of girls and boys that are in contact with the justice and administrative bodies who:
(a) benefit from interventions to improve children's access to justice, such as specialized legal aid for children;
(b) are subject to a diversion order or alternative measure as opposed to a custodial sentence
through UNICEF-supported programmes
(UNODC, International Organization for Migration (IOM), UNHCR)</td><td>(a) 31%
(b) New indicator. Data collection under way.</td><td colspan="3">(a) 48%
(b) New indicator. Data collection under way.</td><td>See Goal 16.3.2</td><td>Geography</td><td>Country offices</td></tr>
<tr><td>3.7. Percentage of children under five whose births are registered (Goal 16.9.1)
(World Bank, UNHCR)</td><td>55%</td><td colspan="3">66%</td><td>Provide legal identity for all, including birth registration</td><td>Sex, geography</td><td>SDG+ Database</td></tr>
<tr><td colspan="7">Output statement 3.c: Countries have improved systems to protect children that come in contact with the law[41] and to treat them in accordance with international standards</td></tr>
<tr><td>Output indicators</td><td>Baseline</td><td colspan="3">Milestones (2018, 2019, 2020)</td><td>Target 2021</td><td>Disaggregation by equity dimension for reporting</td><td>Means of verification</td></tr>
<tr><td>3.c.1. Number of countries with specialized justice for children systems, such as capacity-building and standards-setting within criminal and civil justice systems</td><td>100</td><td>117</td><td>126</td><td>136</td><td>147</td><td>Geography</td><td>Country offices</td></tr>
<tr><td>3.c.2. Percentage of justice professionals that have been certified in and dealing with:
(a) child offenders; and
(b) child victims</td><td>(a) 51%
(b) 57%</td><td>(a) 54%
(b) 62%</td><td>(a) 57%
(b) 68%</td><td>(a) 62%
(b) 76%</td><td>(a) 68%
(b) 87%</td><td>Geography</td><td>Country offices</td></tr>
</table>

[41] As victims, witnesses, alleged offenders or as parties in administrative proceedings that affect them.

	3.c.3. Number of countries with alternative care policies in line with the 2009 Guidelines for the Alternative Care of Children	65	78	87	99	111	Geography	Country offices
	3.c.4. Number of countries that have in place free and universal birth registration service within the civil registration system, in accordance with national legal requirements	131	143	150	155	157	Geography	Country offices

D. Goal Area 4: Every child lives in a safe and clean environment

Impact indicators

Q. Percentage of people using safely managed drinking water services (Goal 6.1.1)

Baseline, milestone 2021. Goals target: New indicator. Data collection under way. Equity dimensions: Service level (safely managed, basic, limited, unimproved, surface water), geography, wealth status, sex, disability, humanitarian situations

Means of verification: WHO/UNICEF JMP Global Database

Key United Nations partners: UN-Women, WHO, World Bank.

R. Under-five mortality rate attributed to unsafe water, sanitation and

Outcome Statement 4: Sustained use of safe water and sanitation services and adoption of hygiene practices and strengthened systems for a clean and safe environment for all children, women, girls and boys, particularly the most disadvantaged and those affected by humanitarian situations

Water

Outcome indicators (Key United Nations partners)	**Baseline**	**Milestones (2021)**	**Goals target**	**Disaggregation by equity dimension for reporting**	**Means of verification**
4.1. Percentage of people using basic drinking water services (Goal 6.1.1) (UN-Women, WHO, World Bank)	64%	Under development based on the new data from JMP		Geography, wealth status, sex[42], disability, humanitarian situations	WHO/UNICEF JMP Global Database
4.2. Number of additional people with access to a safe drinking water services through UNICEF-supported programmes	NA	60 million (Cumulative)	See Goal 6.1.1	Sex[43], disability	Country offices

Output statement 4.a: Countries have implemented programmes to increase equitable access to safe and sustainable drinking water services in communities

Output indicators	**Baseline**	**Milestones (2018, 2019, 2020)**			**Target 2021**	**Disaggregation by equity dimension for reporting**	**Means of verification**
4.a.1. Number of countries implementing water-safety plans at the community level	38	40	45	50	55	Geography	Country offices

[42] This indicator itself cannot be disaggregated across all countries as it relies on household-level data (and cannot differentiate between users within the households). However, other indicators relating to the burden of water collection on women and girls will be disaggregated and whether facilities in schools and IDP/refugee camps are "inclusive" will be collected as proxy indicators for access for marginalized groups.

[43] This indicator itself cannot be disaggregated across all countries as it relies on household-level data (and cannot differentiate between users within the households). However, other indicators relating to the burden of water collection on women and girls will be disaggregated and whether facilities in schools and IDP/refugee camps are "inclusive" will be collected as proxy indicators for access for marginalized groups.

hygiene (WASH) (Goal 3.9.2) Baseline, milestone 2021, Goals target: New indicator. Data collection under way. Equity dimensions: Means of verification: SDG+ Database Key United Nations partners:								
	4.a.2. Number of countries implementing independent sustainability checks with a clear feedback mechanism	13	18	23	28	33	Geography	Country offices
	4.a.3. Percentage of UNICEF-targeted population in humanitarian situations provided with sufficient quantity of water of appropriate quality for drinking, cooking and personal hygiene (humanitarian)	91%	93%	95%	97%	100%	Disability, humanitarian situations	Country offices

Impact indicators	**Outcome Statement 4: Sustained use of safe water and sanitation services and adoption of hygiene practices and strengthened systems for a clean and safe environment for all children, women, girls and boys, particularly the most disadvantaged and those affected by humanitarian situations**					
S. Percentage of people using safely managed sanitation services (Goal 6.2.1) Baseline, milestone 2021, Goals target: New indicator. Data collection under way. Equity dimensions: Service level (safely managed, basic, limited, unimproved, surface water), geography, wealth status, sex, disability, humanitarian situations Means of verification: WHO/UNICEF JMP Global Database Key United Nations partners: UN-Women, WHO, World Bank **R. Under-five mortality rate attributed to unsafe water, sanitation and hygiene (WASH) (Goal 3.9.2)** Baseline, milestone 2021, Goals target:	**Sanitation**					
	Outcome indicators (Key United Nations partners)	**Baseline**	**Milestones (2021)**	**Goals target**	**Disaggregation by equity dimension for reporting**	**Means of verification**
	4.3. Percentage of people using basic sanitation services (Goal 6.2.1) (UN-Women, WHO, World Bank)	31%	Under development based on the new data from JMP		Geography, wealth status, sex, disability, humanitarian situations	WHO/ UNICEF JMP Global Database
	4.4. Number of additional people with access to basic sanitation services through UNICEF-supported programmes	NA	60 million (Cumulative)	See Goal 6.2.1	Sex, disability	Country offices
	4.5. Number of people still practising open defecation (Goal 6.2.1) (UN-Women, WHO, World Bank)	870 million	620 million	End open defecation	Geography, wealth status	WHO/ UNICEF JMP Global Database
	4.6 Percentage of population with a hand-washing facility with soap and water available at home (Goal 6.2.1) (UN-Water)	New indicator. Data collection under way.			Geography	WHO/ UNICEF JMP Global Database
	Output statement 4.b: Countries have implemented programmes to increase equitable access to sanitation and hygiene and end					

New indicator. Data collection under way. Equity dimensions: TBC Means of verification: SDG+ database Key United Nations partners: TBC	**open defecation, paying special attention to the needs of women and girls and those in vulnerable situations**							
	Output indicators	**Baseline**	**Milestones (2018, 2019, 2020)**			**Target 2021**	**Disaggregation by equity dimension for reporting**	**Means of verification**
	4.b.1. Number of institutions: (a) schools with separate sanitation facilities for girls and boys; (b) schools with menstrual hygiene management services; (c) health centres that have basic WASH facilities, through UNICEF-supported programmes	(a) 8,000 (b) 1,400 (c) 1,600	(a) 15,000 (b) 2,000 (c) 2,000	(a) 30,000 (b) 4,500 (c) 3,000	(a) 45,000 (b) 7,500 (c) 4,000	(a) 60,000 (b) 11,000 (c) 5,000	Geography	Country offices
	4.b.2. Percentage of open-defecation-free (ODF) communities compared to triggered[44] communities	60%	70%	75%	85%	85%	Geography	Country offices
	4.b.3. Number of countries implementing community-based hand-washing behaviour-change programmes on a national scale	68	70	72	75	78	Geography	Country offices
	4.b.4. Percentage of UNICEF-targeted population in humanitarian situations: (a) provided with access to appropriate sanitation facilities and living in environments free of open defecation; (b) provided with menstrual hygiene management services; (c) provided with access to appropriate WASH facilities for male and female and hygiene education in schools, temporary learning spaces and other child-friendly spaces (humanitarian)	(a) 76% (b) 8% (c) 62%	(a) 79% (b) 13% (c) 67%	(a) 82% (b) 18% (c) 72%	(a) 85% (b) 23% (c) 77%	(a) 88% (b) 28% (c) 82%	Sex, geography, disability, humanitarian situations	Country offices

[44] Facilitating community appraisal and analysis to change behaviours and adopt good hygiene practices and initiate collective actions against open defecation.

<table>
<tr>
<td rowspan="5"><u>Impact indicators</u>
T. Number of children affected by disasters (Goal 11.5.1, Sendai Framework for Disaster Risk Reduction A1)
Baseline, milestone 2021, Goals target: New indicator. Data collection under way.
Equity dimensions: Age, sex, geography, humanitarian situations
Means of verification: DesInventar (Disaster Information Management System)
Key United Nations partners: United Nations Development Programme (UNDP), World Food Programme (WFP)</td>
<td colspan="7">Outcome Statement 4: Sustained use of safe water and sanitation services, and adoption of hygiene practices and strengthened systems for a clean and safe environment for all children, women, girls and boys, particularly the most disadvantaged and those affected by humanitarian situations</td>
</tr>
<tr>
<td colspan="7">Disaster Risk Reduction</td>
</tr>
<tr>
<td>Outcome indicators (Key United Nations partners)</td>
<td>Baseline</td>
<td colspan="3">Milestones (2021)</td>
<td>Goals target</td>
<td>Disaggregation by equity dimension for reporting</td>
<td>Means of verification</td>
</tr>
<tr>
<td>4.7. Number of disruptions to: (a) educational services, and (b) health services attributed to disasters (Sendai D6, D7)</td>
<td colspan="7">New indicator. Data collection under way.</td>
</tr>
<tr>
<td colspan="8">Output statement 4.c: Countries adopt policies, strategies and programmes that address risks related to disasters, conflict and public health emergencies</td>
</tr>
<tr>
<td>Output indicators</td>
<td>Baseline</td>
<td colspan="3">Milestones (2018, 2019, 2020)</td>
<td>Target 2021</td>
<td>Disaggregation by equity dimension for reporting</td>
<td>Means of verification</td>
</tr>
<tr>
<td>4.c.1. Number of countries with child-sensitive national or local risk management plans addressing risks related to disasters, climate change, conflict, public health emergencies or other crises</td>
<td>35</td>
<td>40</td>
<td>50</td>
<td>60</td>
<td>70</td>
<td>Geography</td>
<td>Country offices</td>
</tr>
<tr>
<td rowspan="4"><u>Impact indicators</u>
U. Proportion of urban population living in slums, informal settlements or inadequate housing (Goal 11.1)
Baseline, milestone 2021, Goals target: New indicator. Data collection under way.
Equity dimensions: Geography
Means of verification: TBD
Key United Nations partners: UN-Habitat</td>
<td colspan="7">Outcome Statement 4: Sustained use of safe water and sanitation services and adoption of hygiene practices and strengthened systems for a clean and safe environment for all children, women, girls and boys, particularly the most disadvantaged and those affected by humanitarian situations</td>
</tr>
<tr>
<td colspan="7">Children in Urban Settings</td>
</tr>
<tr>
<td>Outcome indicators (Key United Nations partners)</td>
<td>Baseline</td>
<td colspan="3">Milestones (2021)</td>
<td>Goals target</td>
<td>Disaggregation by equity dimension for reporting</td>
<td>Means of verification</td>
</tr>
<tr>
<td>4.8. Proportion of cities with a direct participation structure of civil society in urban planning and management that operate regularly and democratically (Goal 11.3.2) (UNDP, United Nations Human Settlement Programme (UN-Habitat))</td>
<td colspan="7">New indicator. Data collection under way.</td>
</tr>
</table>

	Output statement 4.d: Countries have initiated action towards ensuring that urban settings are child responsive							
	Output indicators	**Baseline**	**Milestones (2018, 2019, 2020)**			**Target 2021**	**Disaggregation by equity dimension for reporting**	**Means of verification**
	4.d.1. Number of countries with data on intra-urban disparities, including girls and boys in informal settings	26	28	30	32	35	Geography	Country offices
	4.d.2. Number of countries where urban/local government development plans and budgets and urban planning standards are child-responsive and involve participation of children	10	13	15	18	20	Geography	Country offices

Impact indicators	**Outcome Statement 4: Sustained use of safe water and sanitation services and adoption of hygiene practices and strengthened systems for a clean and safe environment for all children, women, girls and boys, particularly the most disadvantaged and those affected by humanitarian situations**							
T. Number of children affected by disasters (Goal 11.5.1, Sendai A1) Baseline, milestone 2021, Goals target: New indicator. Data collection under way. Equity dimensions: Age, sex, geography, humanitarian situations Means of verification: DesInventar (Disaster Information Management System) Key United Nations partners: UNDP, WFP	**Environmental Sustainability**							
	Outcome indicators (Key United Nations partners)	**Baseline**	**Milestones (2021)**			**Goals target**	**Disaggregation by equity dimension for reporting**	**Means of verification**
	4.9. Number of countries that implement child-inclusive programmes that foster climate resilience and low carbon development (UNDP, United Nations Environment Programme (UNEP), UNESCO, WFP, WHO)	20	40			All countries	Geography	Country offices
	Output statement 4.e: Countries have child-focused plans and monitoring systems for environmental sustainability							
	Output indicators	**Baseline**	**Milestones (2018, 2019, 2020)**			**Target 2021**	**Disaggregation by equity dimension for reporting**	**Means of verification**
	4.e.1. Number of countries with a child-sensitive national climate change adaptation/ mitigation plan through UNICEF-supported programmes	5	10	15	20	25	Geography	Country offices

	4.e.2. Number of countries that take action to reduce air pollution for improved child well-being through UNICEF-supported programmes	2	5	10	15	20	Geography	Country offices

E. Goal Area 5: Every child has an equitable chance in life

<table>
<tr><td rowspan="8"><u>Impact indicators</u>
V. Percentage of children living in poverty in all its dimensions (Goal 1.2.2)
Baseline, milestone 2021, Goals target: 37.0%, 32.6%, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions
Equity dimensions: Age, geography, sex, wealth status, education, disability, humanitarian situations
Means of verification: SDG+ Database
Key United Nations partners: UNDP, World Bank</td><td colspan="8">Outcome Statement 5: Girls and boys are provided with an equitable chance in life.</td></tr>
<tr><td colspan="8">Child Poverty</td></tr>
<tr><td>Outcome indicators (Key United Nations partners)</td><td>Baseline</td><td colspan="3">Milestones (2021)</td><td>Goals target</td><td>Disaggregation by equity dimension for reporting</td><td>Means of verification</td></tr>
<tr><td>5.1. Percentage of children living in extreme poverty (SDG 1.1.1)</td><td>20%</td><td colspan="3">16%</td><td>5%</td><td>Geography</td><td>SDG+ Database</td></tr>
<tr><td>5.2. Percentage of countries with an increasing share of public spending on health, education and/or social protection benefiting children living in the poorest regions and/or the poorest quintile (Goal 1.b.1) (International Monetary Fund (IMF), UNDP, World Bank)</td><td>50%</td><td colspan="3">70%</td><td>All countries adopt policies especially fiscal, wage and social protection policies and progressively achieve greater equality.</td><td>Geography, humanitarian situations</td><td>SDG+ Database</td></tr>
<tr><td colspan="8">Output statement 5.a: Countries have developed national plans to reduce multidimensional child poverty</td></tr>
<tr><td>Output indicators</td><td>Baseline</td><td colspan="3">Milestones (2018, 2019, 2020)</td><td>Target 2021</td><td>Disaggregation by equity dimension for reporting</td><td>Means of verification</td></tr>
<tr><td>5.a.1. Number of countries with nationally owned measurement and reporting on child poverty</td><td>Monetary: 47
Multidimensional: 38</td><td>Monetary: 55
Multi-dimensional: 45</td><td>Monetary: 65
Multi-dimensional: 52</td><td>Monetary: 77
Multi-dimensional: 60</td><td>Monetary: 90
Multidimensional: 69</td><td>Geography</td><td>Country offices</td></tr>
</table>

	5.a.2. Number of countries with nationally owned measurement of the share of public spending in health, education and/or social protection benefiting children in households living in the poorest region and/or the poorest quintile	By region: 26 By quintile: 8	By region: 31 By quintile: 13	By region: 35 By quintile: 18	By region: 39 By quintile: 23	By region: 43 By quintile: 28	Geography	World Bank, Education database
	5.a.3. Number of countries where measurement, analysis or advocacy has led to policies and programmes to reduce child poverty	16	19	23	27	32	Geography	Country offices

Impact indicators	**Outcome Statement 5: Girls and boys are provided with an equitable chance in life.**					
	Social Protection					
	Outcome indicators (Key United Nations partners)	**Baseline**	**Milestones (2021)**	**Goals target**	**Disaggregation by equity dimension for reporting**	**Means of verification**
V. Percentage of children living in poverty in all its dimensions (Goal 1.2.2) Baseline, milestone 2021, Goals target: 37.0%, 32.6%, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions Equity dimensions: Age, geography, sex, wealth status, education, disability, humanitarian situations Means of verification: SDG+ Database Key United Nations partners: UNDP World Bank	5.3. Percentage of children living in the households that received any type of social transfers (Goal 1.3.1)	New indicator. Data collection under way.				SDG+ Database
	5.4. Number of girls and boys reached by cash transfer programmes through UNICEF-supported programmes (Goal 1.3.1) (UNDP, WFP, World Bank)	160 million	172 million	See Goal 1.3.1	Age, disability, wealth status, humanitarian situations	Country office
	Output statement 5.b: Countries have strengthened national social protection systems to address the needs of most					

	disadvantaged children							
	Output indicators	**Baseline**	**Milestones (2018, 2019, 2020)**			**Target 2021**	**Disaggregation by equity dimension for reporting**	**Means of verification**
	5.b.1. Number of countries with moderately strong or strong social protection systems	28	33	39	47	56	Geography	Country offices
	5.b.2. Number of countries with national cash transfer programmes that are ready to respond to a crisis (humanitarian)	8	12	17	23	30	Geography, humanitarian situations	Country offices

Impact indicators **V. Percentage of children living in poverty in all its dimensions (Goal 1.2.2)** Baseline, milestone 2021, Goals target: 37.0%, 32.6%, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions Equity dimensions: Age, geography, sex, wealth status, education, disability, humanitarian situations Means of verification: SDG+ Database Key United Nations partners: UNDP, World Bank	**Outcome Statement 5: Girls and boys are provided with an equitable chance in life.**					
	Adolescents					
	Outcome indicators (Key United Nations partners)	**Baseline**	**Milestones (2021)**	**Goals target**	**Disaggregation by equity dimension for reporting**	**Means of verification**
	5.5. Number of adolescent girls and boys who participate in or lead civic engagement initiatives through UNICEF-supported programmes (Goal 16.7.2)	1.5 million	3.2 million	See Goal 16.7.2	Age, sex, geography, humanitarian situations	Country office
	Output statement 5.c: Countries have institutionalized measures to involve adolescents in decisions affecting their lives and communities					
	Output indicators	**Baseline**	**Milestones (2018, 2019, 2020)**	**Target 2021**	**Disaggregation by equity dimension for reporting**	**Means of verification**
	5.c.1. Number of countries with appropriate national policies and legislation supporting development of adolescent girls and boys	17	21 28 37	48	Geography	Country offices

Impact indicators **Indicator on gender equality under development**	**Outcome Statement 5: Girls and boys are provided with an equitable chance in life.**						
	Gender						
	Outcome indicators (Key United Nations partners)	**Baseline**	**Milestones (2021)**		**Goals target**	**Disaggregation by equity dimension for reporting**	**Means of verification**
	5.6. Percentage of countries where legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex (Goal 5.1.1) (UNFPA, UN-Women)	New indicator. Data collection under way.					
	Output statement 5.d: Countries have scaled up programmes to overcome gender discriminatory roles, expectations and practices						
	Output indicators	**Baseline**	**Milestones (2018, 2019, 2020)**		**Target 2021**	**Disaggregation by equity dimension for reporting**	**Means of verification**
	5.d.1. Percentage of countries with at-scale programmes addressing gender discriminatory roles and practices among children	25%	28%	32% 37%	40%	Geography	Country offices
	5.d.2. Percentage of countries with at-scale capacity development programmes for front-line workers that focus on gender equality	15%	20%	25% 30%	35%	Geography	Country offices

Impact indicators **1. Completion rate (gross intake rate to the last grade) in primary and lower secondary education (Goal 4.1)** Baseline, milestone 2021, Goals target: *Primary* – 90%, 92%, all girls and boys complete primary and secondary education; *Lower secondary* – 75%, 83%, all girls and boys complete primary and secondary education Equity dimensions: Sex, humanitarian situations	**Outcome Statement 5: Girls and boys are provided with an equitable chance in life.**					
	Disability					
	Outcome indicators (Key United Nations partners)	**Baseline**	**Milestones (2021)**	**Goals target**	**Disaggregation by equity dimension for reporting**	**Means of verification**
	5.7. Indicator to measure changes in attitude at society level is under development	New indicator under development				
	Output statement 5.e: Countries have implemented inclusive programmes and services to promote participation of children					

Means of verification: SDG+ Database Key United Nations partners: Education Cannot Wait Fund, Global Partnership for Education (GPE), United Nations High Commissioner for Refugees (UNHCR) **P. Rate of children in residential care** Baseline, milestone 2021, SDG target: New indicator. Data collection under way. Equity dimensions Means of verification: SDG+ Database Key UN partners	**with disabilities in society**							
	Output indicators	**Baseline**	**Milestones (2018, 2019, 2020)**			**Target 2021**	**Disaggregation by equity dimension for reporting**	**Means of verification**
	5.e.1. Number of children with disabilities who are provided with assistive devices through UNICEF-supported programmes	65,000	71,500	78,600	86,500	95,200	Geography	Supply Database
	5.e.2. Number of countries implementing UNICEF/Washington Group data module on child functioning	0	6	10	15	20	Geography	SDG+ Database
	5.e.3. Percentage of countries providing disability-inclusive humanitarian programmes and services (humanitarian)	25%	30%	35%	40%	50%	Geography, humanitarian situations	Country offices

IV. Change strategies (HOW)

H1. Programming for at-scale results for children

Change strategy	Indicators	Baseline	Milestones			Target 2021	Means of verification
			2018	2019	2020		
H1.a. Fostering cross-sectoral and multisectoral programming that responds to children holistically and to the environment in which they grow up (cross-sectoral programming)	H1.a.1. Percentage of country offices that monitor implementation of cross-sectoral strategies	66%	70%	74%	78%	80%	Headquarters
	H1.a.2. Percentage of country offices routinely engaging children in the planning, implementation, monitoring and evaluation of UNICEF country programmes	9%	20%	30%	40%	60%	Country offices
H1.b. Improving the delivery of essential services to the most disadvantaged children, directly and through policy and strengthening of national systems (systems strengthening and service delivery)	H1.b.1. Percentage of country offices that have an evidence-based system strengthening strategy	48%	50%	55%	60%	65%	Country offices
H1.c. Enhancing coherence and connectedness between at-scale capacity for humanitarian action and longer-term programming, including risk-informed programme design, preparedness, support to common needs assessments and national and local first responders (humanitarian and development integration)	H1.c.1. Percentage of country offices that meet organizational benchmarks on: (a) preparedness (b) implementing risk-informed programming (c) promoting peaceful and inclusive societies	(a) 55% (b) 16% (c) 27%	(a) 60% (b) 25% (c) 31%	(a) 75% (b) 35% (c) 35%	(a) 85% (b) 45% (c) 39%	(a) 90% (b) 55% (c) 43%	Headquarters
	H1.c.2. Number of countries with inter-agency multi-year humanitarian response plans where country offices have aligned multi-year strategies and plans	..[45]	5	8	12	15	Headquarters
	H1.c.3. Percentage of humanitarian funding provided to local and national actors	30%	31%	32%	33%	34%	Headquarters
	H1.c.4. Percentage of countries with humanitarian response plans	..%[46]	50%	60%	70%	80%	Headquarters

[45] The multi-year humanitarian response plans started in 2017.

[46] UNICEF has not previously been tracking its support to coordinated inter-agency needs assessments in corporate reporting.

	where country offices contribute to coordinated needs assessments through UNICEF-led cluster coordination mechanisms or directly with humanitarian country team						
H1.d. Promoting behaviours, community engagement, demand for services and social norms, including adaptations for humanitarian response (accountability to affected populations), that contribute to the realization of child rights, directly and through policy and system strengthening (community dialogue and behaviour change)	H1.d.1. Percentage of county offices that meet organizational benchmarks on communication for development (C4D) programmes for community engagement and behaviour change, including adaptation for humanitarian response	24%	40%	55%	70%	80%	Country offices
H1.e. Promoting cooperation, sharing lessons learned, best practices and fostering innovation between countries and across regions (South-South and triangular cooperation)	H1.e.1. Percentage of new CPDs approved by the Executive Board that reflect South-South and triangular cooperation as an implementation strategy or approach (quadrennial comprehensive policy review (QCPR))	74%	83%	86%	90%	91%	Country offices
H1.f. Enhancing the human rights-based approach to programming (human rights-based approach)	H1.f.1. Percentage of new CPDs approved by the Executive Board that meet organizational standards on the human rights-based approach	79%	82%	85%	90%	95%	Headquarters
	H1.f.2. Number of country offices supporting national human rights institutions	40%	50%	60%	70%	80%	Headquarters

H2. Gender-responsive programming

Change strategy	Indicators	Baseline	Milestones			Target 2021	Means of verification
			2018	2019	2020		
H2.a. Strengthening gender-responsive programming in all areas of UNICEF work (gender-responsive programming)	H2.a.1. Percentage of United Nations system-wide action plan on gender equality and the empowerment of women minimum standards met or exceeded (QCPR)	73%	73%	80%	80%	87%	Headquarters

	H2.a.2. Percentage of country offices that conducted a gender analysis as part CPD development	11%	24%	39%	57%	77%	Country offices
	H2.a.3. Percentage of country offices that meet organizational standards on gender mainstreaming in programme implementation	..%[47]	30%	45%	60%	80%	Country offices

H3. Winning support for the cause of children from decision makers and the wider public

Change strategy	Indicators	Baseline	Milestones			Target 2021	Means of verification
			2018	2019	2020		
H3.a. Becoming an even stronger advocacy, campaigning, fundraising and communications force for children, strengthening the UNICEF brand and working with others to build alliances and movements for change. Through this public engagement, UNICEF will make progress towards the goal of recruiting 100 million supporters to its cause: to give, advocate and volunteer (advocacy, public engagement, communication and movements)	H3.a.1. Number of people who volunteer, advocate or give for the cause of children	44.1 million	55.4 million	67.2 million	81.4 million	100 million	Headquarters
	H3.a.2. Percentage of countries that have changed child focused policies as a result of a UNICEF-led advocacy campaign and related programme strategies	84%	85%	86%	88%	90%	Country offices and National Committees
	H3.a.3. Number of countries supported to take action through a UNICEF-led advocacy campaign on: (a) child survival; (b) children uprooted; (c) early moments matter; (d) ending violence against children	(a) ..[48] (b) 34 (c) 50 (d) 50	(a) 0 (b) 36 (c) 53 (d) 60	(a) 20 (b) 39 (c) 55 (d) 70	(a) 30 (b) 41 (c) 58 (d) 80	(a) 40 (b) 44 (c) 61 (d) 90	Country offices and National Committees
H3.b. Helping to support child participation, and young people and children as agents of change (children as change agents)	Cross reference to result on adolescent empowerment in Goal Area 5						

[47] Revised standards are being developed.

[48] This is a new campaign that will be implemented at the country level starting in 2018.

H4. Develop and leverage resources and partnerships for children

Change strategy	Indicators	Baseline	Milestones			Target 2021	Means of verification
			2018	2019	2020		
H4.a. Leveraging resources and partnerships for children, including by influencing domestic planning, financing and delivery of services for children (leveraging resources for children)	H4.a.1. Percentage of: (a) country offices, and (b) National Committees that are implementing advocacy plans on increasing budget allocations for children	(a) 47% (b) 59%	(a) 53% (b) 74%	(a) 56% (b) 88%	(a) 59% (b) 100%	(a) 63% (b) 100%	Country offices and National Committees
H4.b. Mobilizing resources and fundraising for UNICEF from governments and the private sector (individuals, foundations and corporations) to maximize longer term, flexible and predictable revenue in support of programmes for children (resource mobilization and fundraising)	H4.b.1. Total net revenue (regular resources, other resources (regular), other resources (emergency)) from: (a) public sector partners; (b) private sector partners; (c) World Bank/other development banks; (d) by donors other than the top 15; (g) thematic funding as a percentage of other resources (QCPR)	(a) $3,318 million (b) $1,445 million (c) $35 million (d) 34.0% (e) 9%	(a) $3,349 million (b) $1,771 million (c) $125 million (d) 35.5% (e) 12%	(a) $3,490 million (b) $1,951 million (c) $125 million (d) 37.0% 13%	(a) $3,570million (b) $2,172 million (c) $125 million (d) 38.5% (e) 14%	(a) $3,674 million (b) $2,336 million (c) $125 million (d) 40.0% (e) 15%	Headquarters

H5. Harnessing the power of business and markets for children

Change strategy	Indicators	Baseline	Milestones			Target 2021	Means of verification
			2018	2019	2020		
H5.a. Leveraging the power of the private sector to improve the lives of children around the world, through harnessing their core business and their innovation and ensuring that they uphold child rights (leveraging private sector/corporate partnerships)	H5.a.1. Number of priority integrated partnerships that harness their core business, research and development, advocacy and marketing power for the cause of children	6	8	14	19	30	Headquarters
	H5.a.2. Number of businesses engaged by UNICEF and National Committees that have integrated child rights approaches into their business activities and relationships	45	110	200	300	650	Country offices and National Committees

H5.b. Developing products, technologies and global and local markets for children – including pursuing a research and development pipeline of vaccines, medicines, technologies for achievement of Sustainable Development Goal targets, and reduction of market barriers that prevent access to essential supplies for children (market shaping)	H5.b.1. Average total annual savings achieved over the period 2018-2021 through strategic procurement activities	$588 million	$260 million	$270 million	$70 million	$70 million	Headquarters
	H5.b.2. Number of novel products on pathway to scale in programme countries by 2021, including products developed to address health emergencies	2	2	4	6	10	Headquarters

H6. United Nations working together

Change strategy	Indicators	Baseline	Milestones			Target 2021	Means of verification
			2018	2019	2020		
H6.a. In line with the QCPR, work collaboratively with other United Nations entities to strengthen system coherence towards greater results for children, adopt more integrated approaches to the 2030 Agenda, and increase alignment with national government priorities and plans (strengthen system coherence)	H6.a.1. Percentage of country offices that are implementing United Nations standard operating procedures (SOPs) according to country context (QCPR)	63%	70%	85%	95%	100%	Headquarters
	H6.a.2. Percentage of country offices that are seeking efficiency gains through common business operations within the framework of a business operations strategy	..%[49]	40%	50%	60%	65%	Headquarters
	H6.a.3. Total annual cost avoided from business operations strategies	..%[50]	$5 million	$6 million	$7 million	$8 million	Headquarters
	H6.a.4. Percentage of global procurement value in collaboration with United Nations and other development partners (QCPR)	81%	75%	75%	75%	75%	Headquarters

[49] System of measurement was established in 2017.
[50] System of measurement was established in 2017.

	H6.a.5. Percentage of countries where UNICEF-led cluster coordination mechanisms meet satisfactory performance for established functions: (a) nutrition (b) education (c) WASH (d) child protection (area of responsibility)	(a) 60% (b) 60% (c) 60% (d) 60%	(a) 65% (b) 65% (c) 65% (d) 65%	(a) 70% (b) 70% (c) 70% (d) 70%	(a) 75% (b) 75% (c) 75% (d) 75%	(a) 80% (b) 80% (c) 80% (d) 80%	Headquarters
	H6.a.6. Percentage of UNICEF non-core resources received from inter-agency pooled funds (QCPR)	9.6%	10%	10.5%	11%	11.5%	Headquarters
H6.b. Accountability for results through strengthened contribution to system-wide coherence	H6.b.1. Number of country team results groups co-led or led by UNICEF	245	248	250	253	255	Headquarters
	H6.b.2. Percentage of country offices that are engaged in joint programmes (QCPR)	62%	66%	70%	72%	74%	Headquarters
	H6.b.3. Contribution in cash and in-kind provided to the resident coordinator system, in millions of United States dollars (QCPR)	$7.2	$8.1	$8.7	$9.2	$9.5	Headquarters

H7. Fostering innovations in programming and advocacy processes and practices

Change strategy	Indicators	Baseline	Milestones			Target 2021	Means of verification
			2018	2019	2020		
H7.a. Promoting the use of new technologies to more efficiently and effectively serve children, especially the most disadvantaged (promote the use of new technologies)	H7.a.1. Percentage of countries implementing proven real-time information innovations at scale, including adaptation for humanitarian response	24%	40%	50%	60%	70%	Headquarters

H8. Harnessing the power of evidence as a driver of change for children

Change strategy	Indicators	Baseline	Milestones			Target 2021	Means of verification
			2018	2019	2020		
H8.a. Generating, synthesizing and promoting the use of research on child well-being to catalyse change, including through new and existing partnerships	H8.a.1. Percentage of corporate research priorities finalized or under implementation (on the basis of the Strategic Plan result areas)	0%	20%	40%	60%	80%	Headquarters
H8.b. Generating, synthesizing and promoting the use of data on child well-being to catalyse change, including through new and existing partnerships	H8.b.1. Percentage of the 37 priority child-focused Goal indicators with good country coverage and at least moderate disaggregation (i.e., >75% countries in last six years; and at least one relevant stratifier)	32%	37%	42%	47%	54%	Headquarters
	H8.b.2. Number of countries supported to strengthen/disaggregate routine/administrative data systems and capacity to use data to inform local decision-making	10	15	20	25	30	Headquarters
H8.c. Programmes and advocacy increasingly benefit from lessons learned and evidence from relevant sources	H8.c.1. Percentage of new CPDs approved by the Executive Board that have been assessed as "good" to "high quality" in terms of incorporating evaluation findings and lessons learned	74%	77%	80%	85%	90%	Headquarters
	H8.c.2. Percentage of programme funds expended on evaluation	0.7%	1.0%	1.0%	1.0%	1.0%	Headquarters

V. Organizational effectiveness and efficiency (ENABLERS)

E1. Responsive, transparent and accountable internal governance

Enabler	Indicators	Baseline	Milestones			Target 2021	Means of verification
			2018	2019	2020		
E1.a. The regulatory framework (policies, procedures, standards and guidance) adequately mitigates strategic, operational and ethical risks through increased focus on risk identification and mitigation	E1.a.1. Number of internal audit recommendations outstanding for more than 18 months	5	3	2	1	0	Headquarters
	E1.a.2. Percentage of external audit recommendations outstanding for more than one year	39%	35%	30%	30%	25%	Headquarters
	E1.a.3. Number of Joint Inspection Unit accepted recommendations outstanding for more than two years	19	16	12	10	10	Headquarters
	E1.a.4. Percentage of agreed actions responding to evaluation recommendations which are completed after 12 months	33%	40%	50%	60%	70%	Headquarters
E1.b. Efficient energy and resource use through more cost-effective and efficient energy and transport systems	E1.b.1. Volume reduction in carbon footprint	..[51] Tonnes of CO2e	2,500 Tonnes of CO2e	2,500 Tonnes of CO2e	2,500 Tonnes of CO2e	2,500 Tonnes of CO2e	Headquarters
E1.c. Improved access to facilities through inclusion of people of diverse range of abilities	E1.c.1. Percentage of offices meeting minimum standards of accessibility	25%	30%	40%	45%	50%	Headquarters
E1.d. UNICEF exceeds global aid transparency standards and consistently makes its operations and results data available to partners, funders and the wider public	E1.d.1. Percentage index score in the International Aid Transparency Initiative (IATI) aid transparency index (QCPR)	89%	91%	93%	97%	97%	Headquarters

[51] Data for this baseline requires two years of measurement after the road map for eco-efficiency was released in 2016.

E2. Results-oriented, efficient and effective management

Enabler	Indicators	Baseline	Milestones			Target 2021	Means of verification
			2018	2019	2020		
E2.a. Increased consideration of value for money in investment opportunities, risks and strategies strengthens UNICEF business case and management capability model	E2.a.1. Percentage of management plans (Office Management Plan and Country Programme Management Plan) prepared in a given year that are independently assessed to meet organizational benchmarks with respect to value for money principles	81%[52]	83%	85%	87%	90%	Headquarters
	E2.a.2. Score of at least "satisfactory" in Multilateral Organization Performance Assessment Network (MOPAN) key performance indicator ratings for UNICEF	83%			83%[53]		Headquarters
	E2.a.3. Office of Internal Audit and Investigations Annual audit opinion that confirms that adequacy and effectiveness of the UNICEF framework of governance, risk management and control were generally satisfactory	Yes	Yes	Yes	Yes	Yes	Headquarters
E2.b. Strengthened managing for results through use of results-based management/results-based budgeting criteria in risk management, planning budgeting and reporting	E2.b.1. Percentage of new CPDs approved by the Executive Board that meet organizational standards on results-based management	77%	80%	85%	90%	95%	Headquarters
	E2.b.2 Percentage of offices performing risk assessment as per ERM policy and framework, with emphasis on recurring identified risks (results-based management including harmonized approach to cash transfers, governance and accountability and supply and logistics)	74%	85%	90%	95%	100%	Headquarters
E2.c. Management structures and systems increasingly benefit from lessons learned and evidence from relevant sources	E2.c.1. Percentage of completed evaluations rated "satisfactory" or "highly satisfactory" by an independent external review	74%	76%	78%	80%	82%	Headquarters
E2.d. Efficient, effective and transparent administrative support services through integration and consolidation of service delivery functions and facilities	E2.d.1. Percentage of costs related to management, administration and development effectiveness as a percentage of total organizational expenditure (QCPR)	11.9%[54]	9.0%	9.0%	9.0%	9.0%	Headquarters

[52] Current estimates on OMPs as these are fully aligned to the Strategic Plan. CPMPs to be included as the Board approves new CPDs.
[53] MOPAN key performance indicator ratings will be available in 2020.
[54] In the approved 2014-2017 plan (E/ICEF/2013/AB/L.4), the institutional budget represented 11.9 per cent of the total integrated budget.

E2.e. Comprehensive anti-fraud systems and culture of prevention and detection	E2.e.1. Percentage of offices that have implemented an anti-fraud strategy	50%	65%	75%	85%	100%	Headquarters
E2.f. Minimized fraud risk and strengthened follow-up to substantiated investigations of fraud	E2.f.1. Percentage of substantiated investigations leading to relevant action (blocked vendor, recovery of losses initiated, administrative sanctions) within one year	90%	95%	95%	95%	100%	Headquarters
E2.g. Minimized financial fraud risk	E2.g.1. Percentage of processes and activities with potential financial fraud risk monitored	25%	90%	100%	100%	100%	Headquarters

E3. People: versatile staff as agents of change

Enabler	**Indicators**	**Baseline**	**Milestones**			**Target 2021**	**Means of verification**
			2018	**2019**	**2020**		
E3.a. Diverse geographical and gender-balanced workforce through improved strategic staffing	E3.a.1. Percentage of female staff among international professional staff (a) P1 (b) P2 (c) P3 (d) P4 (e) P5 National staff (f) NO-A (g) NO-B (h) NO-C (i) NO-D (j) NO-E High-level posts (k) D1 (l) D2 (m) ASG and USG General service staff (n) G2 (o) G3 (p) G4 (q) G5 (r) G6 (s) G7 (QCPR)	International professional staff (a) 67% (b) 62% (c) 49% (d) 49% (e) 46% National staff (f) 48% (g) 43% (h) 47% (i) 45% (j) . %[55] High-level posts (k) 41% (l) 49% (m) 40% General service staff (n) 4% (o) 11%	International professional staff (a) 65% (b) 60% (c) 50% (d) 50% (e) 48% National staff (f) 49% (g) 45% (h) 49% (i) 47% (j) % High-level posts (k) 45% (l) 50% (m) 50% General service staff	International professional staff (a) 63% (b) 58% (c) 50% (d) 50% (e) 49% National staff (f) 50% (g) 47% (h) 50% (i) 49% (j) % High-level posts (k) 49% (l) 50% (m) 50% General service staff (n) 6% (o) 13%	International professional staff (a) 61% (b) 56% (c) 50% (d) 50% (e) 50% National staff (f) 50% (g) 50% (h) 50% (i) 50% (j) % High-level posts (k) 50% (l) 50% (m) 50% General service	International professional staff (a) 60% (b) 54% (c) 50% (d) 50% (e) 50% National staff (f) 50% (g) 50% (h) 50% (i) 50% (j) % High-level posts (k) 50% (l) 50% (m) 50% General service staff (n) 8% (o) 15%	Headquarters

[55] UNICEF does not have any posts at the NO-E level.

Enabler	Indicators	Baseline	Milestones			Target 2021	Means of
		(p) 63% (q) 68% (r) 62% (s) 53%	(n) 5% (o) 12% (p) 60% (q) 65% (r) 58% (s) 50%	(p) 58% (q) 60% (r) 54% (s) 50%	staff (n) 7% (o) 14% (p) 55% (q) 55% (r) 50% (s) 50%	(p) 50% (q) 50% (r) 50% (s) 50%	
	E3.a.2. Percentage of IP staff from programme countries: (a) at all levels (b) P4 to P5 c) D1 and above (QCPR)	(a) 49% (b) 53% (c)30%	(a) 50% (b) 52% (c) 35%	(a) 50% (b) 51% (c) 40% %	(a) 50% (b) 50% (c) 45%	(a) 50% (b) 50% (c) 50%	Headquarters
E3.b. Geographic and intersectoral mobility and broader capability of the workforce through strengthened strategies for staff learning, performance management and career support	E3.b.1. Percentage of offices that meet organizational benchmarks for staff engagement	70%	75%	80%	80%	80%	Headquarters
	E3.b.2. Percentage of international professional staff who completed their tour of duty and moved to another duty station classification	67%	76%	78%	80%	85%	Headquarters
	E3.b.3. Percentage of relevant staff who have completed relevant learning programmes[56] (a) HACT; (b) gender-responsive programming; c) results-based management, including risk-informed programming; d) ERM	(a) 67% (b) ..%[57] (c) 49% (d) ..%[58]	(a) 70% (b) 40% (c) 60% (d) 70%	(a) 80% (b) 60% (c) 70% (d) 80%	(a) 90% (b) 75% (c) 80% (d) 90%	(a) >90% (b) 80% (c) 90% (d) 100%	Headquarters
E3.c. Improved ability to demonstrate and report on results achieved through and in collaboration with others	E3.c.1. Percentage of senior staff members' deliverables that are linked to organizational results	90%	92%	93%	94%	95%	Headquarters
E3.d. Simpler, faster and more targeted recruitment	E3.d.1 Percentage of requests for emergency response team support filled within three days	70%	90%	100%	100%	100%	Headquarters
	E3.d.2. Percentage of regular	61%	70%	75%	80%	85%	Headquarter

[56] In addition to mandatory training, such as the course on ethics and integrity. Some courses have been developed and some are under development for roll-out during the course of the Strategic Plan, 2018-2021.

[57] Course under development.

[58] Course under development.

Enabler	Indicators	Baseline	Milestones			Target 2021	Means of
	recruitment actions completed within 90 days for established international professional posts						s
	E3.d.3. Percentage of emergency recruitment actions completed within 30 days for established international professional posts	46%	55%	60%	65%	70%	Headquarters

E4. Versatile, safe and secure knowledge and information systems

Enabler	Indicators	Baseline	Milestones			Target 2021	Means of verification
			2018	2019	2020		
E4.a. Through strengthened information and communications technology (ICT) governance, ICT investments are considered with a strong focus on value for money	E4.a.1. Percentage of information systems supporting programme effectiveness and innovation efficiency and effectiveness	25%	30%	35%	38%	40%	Headquarters
	E4.a.2. Percentage of staff having full access to all relevant core UNICEF information systems and are mobile enabled	83%	84%	90%	96%	100%	Headquarters
E4.b. Strengthen internal and external collaboration through effective use of technology	E4.b.1. Internal knowledge platform utility index	0.6	0.7	0.8	0.9	1.0	Headquarters
	E4.b.2. External engagement index	0.6	0.7	0.8	0.9	1.0	Headquarters
E4.c. Global presence safeguarded through resilient facilities and systems, and a standard operating environment and connectivity	E4.c.1. Percentage of average availability of core ICT systems and services across UNICEF (less than five hours of downtime/month)	~100%	~100%	~100%	~100%	~100%	Headquarters

Humanitarian annex[59]

A. Output indicators

Output indicators	Baseline	Milestones/benchmarks[60] (2018, 2019, 2020)			Target 2021
Goal Area 1					
1.b.5. Percentage of polio priority countries that had less than 5 per cent missed children at district level during the last polio vaccination campaign in at least half of all districts in the country (humanitarian)	64%	85%	85%	85%	85%
1.b.6. Percentage of UNICEF-targeted children in humanitarian situations vaccinated against measles (humanitarian)	81%	95%	95%	95%	95%
1.c.5. Percentage of people receiving ITNs as per international recommended standards through UNICEF-supported programmes (humanitarian)	75%	80%	85%	90%	90%
1.e.1. Number of girls and boys with severe acute malnutrition (SAM) who are admitted for treatment (humanitarian)	(a) 2.4 million	(a) 3.1 million	(a) 3.5 million	(a) 3.8 million	(a) 4.2 million
1.h.3. Percentage of UNICEF-targeted girls and boys in humanitarian situations who participate in organized programmes with ECD kits through UNICEF-supported programmes (humanitarian)	64%	70%	75%	80%	80%
Goal Area 2					
2.a.2. Percentage (and number) of countries with equitable education systems for access, including children with disabilities (including the emergency preparedness/resilience dimension) (humanitarian)	21% (16/78)	23%	24%	26%	28% (22/78)
2.a.4 Girls and boys targeted by UNICEF as a share of girls and boys targeted by all partners for early learning or education support in humanitarian situations (humanitarian)	62%	63%	64%	64%	65%
2.a.5. Percentage of UNICEF-targeted girls and boys in humanitarian situations who have participated in early learning, primary or secondary education through UNICEF-supported programmes (humanitarian)	70%	74%	76%	78%	80%
2.b.1. Number of girls and boys provided with individual education/early learning materials through UNICEF-supported	15.4 million	45.7 million (Cumulative)	60.9 million (Cumulative)	76.2 million (Cumulative)	91.4 million (Cumulative)

[59] This annex covers UNICEF direct contributions to humanitarian action and the coherence and complementarity of humanitarian and development programming. The direct contributions of UNICEF are reflected in output indicators, milestones, targets and key performance indicators on the change strategies and enablers, as attached.

[60] Benchmarks as per Core Commitments for Children in Humanitarian Action or international standards.

Output indicators	Baseline	Milestones/benchmarks[60] (2018, 2019, 2020)			Target 2021
programmes (humanitarian)					
2.c.1. Number of girls and boys who have participated in skills development programmes for learning, personal empowerment, active citizenship and/or employability through UNICEF-supported programmes (humanitarian)	1.6 million	4.8 million (Cumulative)	6.5 million (Cumulative)	8.1 million (Cumulative)	9.8 million (Cumulative)
Goal Area 3					
3.a.3. Number of countries in which a inter-operable information management system supports and tracks case management, incident monitoring and programme monitoring (humanitarian)	15	18	20	22	24
3.a.4. Percentage of countries affected by armed conflict with a strategy to strengthen the protection of children from grave violations of international humanitarian law (humanitarian)	64%	79%	86%	93%	100%
3.a.5. Prevention, risk mitigation and response services through UNICEF-supported programmes in humanitarian situations: (a) percentage of UNICEF-targeted girls and boys in humanitarian situations provided with psychosocial support, including access to child-friendly spaces with intersectoral programming interventions (humanitarian)	71%	80%	80%	80%	80%
3.a.5. Prevention, risk mitigation and response services through UNICEF-supported programmes in humanitarian situations: (b) percentage of UNICEF-targeted unaccompanied and separated girls and boys registered with family tracing and reunification services and family-based care or appropriate alternative services (humanitarian)	41%	47%	54%	65%	80%
3.a.5. Prevention, risk mitigation and response services through UNICEF-supported programmes in humanitarian situations: (c) percentage of UNICEF-targeted girls and boys recruited and used by armed forces and groups that have been released and reintegrated with their families and provided with adequate care and services (humanitarian)	80%	80%	80%	80%	80%
3.a.5. Prevention, risk mitigation and response services through UNICEF-supported programmes in humanitarian situations: (d) percentage of UNICEF-targeted girls and boys in areas affected by landmines and other explosive weapons provided with relevant prevention and survivor assistance interventions (humanitarian)	86%	80%	80%	80%	80%
3.a.6. Percentage of UNICEF-targeted women, girls and boys in humanitarian situations that provided with risk mitigation, prevention or response interventions to address gender-based violence through UNICEF-supported programmes (humanitarian)	80%	80%	80%	80%	80%

Output indicators	Baseline	Milestones/benchmarks[22] (2018, 2019, 2020)			Target 2021
3.a.7. Number of children on the move who receive protective services through UNICEF-supported programmes[21] (humanitarian)	1.8 million	4.4 million	4.6 million	4.9 million	5.1 million
Goal Area 4					
4.a.3. Percentage of UNICEF-targeted population in humanitarian situations provided with sufficient quantity of water of appropriate quality for drinking, cooking and personal hygiene (humanitarian)	91%	93%	95%	97%	100%
4.b.4. Percentage of UNICEF-targeted population in humanitarian situations (a) provided with access to appropriate sanitation facilities and living in environments free of open defecation (humanitarian)	(a) 76%	(a) 79%	(a) 82%	(a) 85%	(a) 88%
4.b.4. Percentage of UNICEF-targeted population in humanitarian situations (b) provided with menstrual hygiene management services (humanitarian)	(b) 8%	(b) 13%	(b) 18%	(b) 23%	(b) 28%
4.b.4. Percentage of UNICEF-targeted population in humanitarian situations (c) provided with access to appropriate WASH facilities for male and female and hygiene education in schools, temporary learning spaces and other child-friendly spaces (humanitarian)	(c) 62%	(c) 67%	(c) 72%	(c) 77%	(c) 82%
Goal Area 5					
5.b.2. Number of countries with national cash transfer programmes that are ready to respond to a crisis (humanitarian)	8	12	17	23	30
5.e.3. Percentage of countries providing disability-inclusive humanitarian programmes and services (humanitarian)	25%	30%	35%	40%	50%

[21] UNICEF is collecting data to establish baselines, milestones and targets for the following indicators: Number of States that have a formal UNICEF-supported BIA/BID process for unaccompanied and separated children; number of UASC who have benefitted from a formal UNICEF-supported BIA/BID process; percentage of countries where legal frameworks are in place to promote, enforce and monitor equality and non-discrimination for children, regardless of their migratory status.

B. Key performance indicators

Indicator	Baseline	Milestones (2018, 2019, 2020)			Target 2021
BOOKS					
H1 c.1. Percentage of country offices that meet organizational benchmarks on (a) preparedness, (b) implementing risk-informed programming (c) promoting peaceful and inclusive societies	(a) 55% (b) 16% (c) 27%	(a) 60% (b) 25% (c) 31%	(a) 75% (b) 35% (c) 35%	(a) 85% (b) 45% (c) 39%	(a) 90% (b) 55% (c) 43%
H1 c.2. Number of countries with inter-agency multi-year humanitarian response plans where country offices have aligned multi-year strategies and plans	The multi-year humanitarian response plans started in 2017	5	8	12	15
H1 c.3. Percentage of humanitarian funding provided to local and national actors	30%	31%	32%	33%	34%
H1 c.4. Percentage of countries with humanitarian response plans where country offices contribute to coordinated needs assessments through UNICEF-led cluster coordination mechanisms or directly with the humanitarian country team	UNICEF has not previously been tracking its support to coordinated Inter-Agency needs assessment in corporate reporting	50%	60%	70%	80%
H1 d.1. Percentage of county offices that meet organizational benchmarks on communication for development (C4D) programmes for community engagement and behaviour change, including adaptation for humanitarian response	24%	40%	55%	70%	80%
H5 b.2. Number of novel products on pathway to being at scale in programme countries by 2021, including products developed to address health emergencies	2	2	4	6	10
H6 a.5. Percentage of countries where UNICEF-led cluster coordination mechanisms meet satisfactory performance for established functions: (a) nutrition, (b) education, (c) WASH; d) child protection (area of responsibility)	(a) 60% (b) 60% (c) 60% (d) 60%	(a) 65% (b) 65% (c) 65% (d) 65%	(a) 70% (b) 70% (c) 70% (d) 70%	(a) 75% (b) 75% (c) 75% (d) 75%	(a) 80% (b) 80% (c) 80% (d) 80%
H7 a.1. Percentage of countries implementing proven real-time information innovations at scale, including adaptation for humanitarian response	24%	40%	50%	60%	70%
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E3.b.3. Percentage of relevant staff who have completed relevant learning programmes: (c) results-based management, including risk-informed programming	49%	60%	70%	80%	90%
E3.d.1. Percentage of requests for emergency response team support filled within three days	70%	90%	100%	100%	100%